



North Idaho College

Board of Trustees Meeting
October 27, 2021
Edminster Student Union Building

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***Mission statement:** North Idaho College meets the diverse educational needs of students, employers, and the northern Idaho communities it serves through a commitment to student success, educational excellence, community engagement, and lifelong learning.*

This meeting is a business meeting of the Board Trustees and the NIC Administration. Members of the public interested in communicating with the board may send an email to board@nic.edu.

AGENDA

4:00 p.m. EXECUTIVE SESSION - Driftwood Bay Room

Convene/Call to Order/Verification of Quorum	Todd Banducci
Action for Executive Session under Idaho Code Idaho Code § 74-206(1)(a)(f) *	

6:00 p.m. BOARD MEETING – Lake Coeur d’Alene Room

Convene/Call to Order/Verification of Quorum	Todd Banducci
Pledge of Allegiance	Todd Banducci
Review Minutes	Todd Banducci
Celebrating Success: Dental Hygiene Program	Lita Burns and Christy Doyle

CONSTITUENT REPORTS

ASNIC	2 minutes	Annie Vladovska
Faculty Assembly	2 minutes	Molly Michaud
Staff Assembly	2 minutes	Sarah Martin
Senate	2 minutes	Geoff Carr

PRESIDENT’S REPORT

5 minutes	Lita Burns
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OLD BUSINESS

Tab 1: Second Reading/Action to Adopt Revised Employee Benefits Policy 3.02.17	Karen Hubbard
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NEW BUSINESS

Action: Selection of Interim President	Todd Banducci
Tab 2: Action: Approve Presidential Search Firm	Todd Banducci
Tab 3: First Reading/Action: Adoption of Head Start Policy Council Bylaws	Beth Ann Fuller

INFORMATION ITEMS

Tab 4: Relationship with Dormitory Housing Commission
Fall Enrollment Update
Action: Selection of Additional/Supplemental Board Legal Counsel

Chris Martin
Graydon Stanley
Marc Lyons

BOARD CHAIR REPORT

5 minutes

Todd Banducci

REMARKS FOR THE GOOD OF THE ORDER**

ADJOURN

* Executive sessions may be called for the purposes of considering personnel matters [Idaho Code § 74--206(1) (a) To consider hiring a public officer, employee, staff member or individual agent, wherein the respective qualities of individuals are to be evaluated in order to fill a particular vacancy or need. This paragraph does not apply to filling a vacancy in an elective office or deliberations about staffing needs in general; (b) To consider the evaluation, dismissal or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member or individual agent, or public school student; [Idaho Code § 74-206(1)(c)], deliberating regarding an acquisition of an interest in real property; [Idaho Code § 74-206(1)(d)] considering records that are exempt from public disclosure; [Idaho Code § 74-206(1)(e)] considering preliminary negotiations involving matters of trade or commerce in which this governing body is in competition with another governing body; [Idaho Code § 74-206(1)(f)] communicating with legal counsel regarding pending/imminently-likely litigation; [Idaho Code § 74-206(1)(i)] communicating with risk manager/insurer regarding pending/imminently-likely claims.

** Remarks are subject to NIC Policy 2.01.03. Copies are available from the President's Office.

BOARD OF TRUSTEES MEETING
October 27, 2021

SUBJECT

Executive Session

DISCUSSION

From time to time the board will find it necessary to adjourn to executive session. When an executive session is required, a number of specific steps must be taken. These steps are:

1. Cite Idaho Code § 74--206.
2. Cite one or more specific subsections in the code section and provide sufficient detail to identify the purpose and topic of the executive session but not information sufficient to compromise the purpose of the executive session.
3. Approve a motion to adjourn by two-thirds, roll call vote.
4. Take no action and make no final decisions in executive session.

_____ MOVES THAT THE BOARD, PURSUANT TO IDAHO CODE
§ 74—206, CONVENE IN EXECUTIVE SESSION TO:

- _____ Consider personnel matters [Idaho Code § 74--206(1)(a) & (b)]
- _____ Deliberate regarding an acquisition of an interest in real property [Idaho Code § 74-206(1)(c)]
- _____ Consider records that are exempt from public disclosure [Idaho Code § 74-206(1)(d)]
- _____ Consider preliminary negotiations involving matters of trade or commerce in which this governing body is in competition with another governing body [Idaho Code § 74-206(1)(e)]
- _____ Communicate with legal counsel regarding pending/imminently-likely litigation [Idaho Code § 74-206(1)(f)]
- _____ Communicate with risk manager/insurer regarding pending/imminently-likely claims [Idaho Code § 74-206(1)(i)]
- _____ To consider labor contract matters authorized under section 67-2345A [74-206A](1)(a) and (b), Idaho Code.

Purpose/Topic summary: (Provide sufficient detail to identify the purpose and topic of the executive session but not contain information sufficient to compromise the purpose of the executive session.)

SECONDED BY: _____

Roll call: _____ Banducci
_____ Barnes
_____ Howard
_____ McKenzie
_____ Wood

CONVENE AT: _____ ADJOURN AT: _____



North Idaho College
BOARD OF TRUSTEES MEETING
Edminster Student Union Building, Driftwood Bay Room
May 26, 2021
MINUTES

EXECUTIVE SESSION

Chair Todd Banducci called the meeting to order at 4:10 p.m. Trustee Wood made a motion to go into executive session under Idaho Code § 74--206(1)(b) to consider the evaluation, dismissal or disciplining of, or to hear complaints or charges brought against a public officer or employee. The motion was seconded by Trustee Barnes and roll call vote was taken as follows:

Todd Banducci	aye
Michael Barnes	aye
Ken Howard	aye
Christie Wood	aye

Trustee Greg McKenzie arrived at 4:50 p.m. At 5:57 p.m., a motion was made by Trustee Wood to return to open session. The motion, seconded by Trustee Howard, carried unanimously and Chair Banducci recessed the meeting to reconvene in the open, monthly meeting.

CALL TO ORDER AND VERIFICATION OF QUORUM

Chair Banducci called the meeting to order at 6:10 p.m. and verified that a quorum was present. He welcomed attendees and led them in the Pledge of Allegiance, then called on Trustee Howard to recite the college's mission statement.

ATTENDANCE

Trustees: Todd Banducci
Michael Barnes
Ken Howard
Greg McKenzie
Christie Wood

Also present: Rick MacLennan, President
Graydon Stanley, Vice President for Student Services
Lita Burns, Vice President for Instruction
Chris Martin, Vice President for Finance and Business Affairs
Marc Lyons, Attorney for North Idaho College

Chair Banducci called for any changes to the minutes from the meeting held on April 28, 2021, the special meeting held on May 10, 2021, and the workshop held on May 12, 2021. There were no changes noted and the minutes were accepted, as presented.

PUBLIC COMMENT

None.

CELEBRATING SUCCESS

Dr. MacLennan made some brief introductory remarks and presented a video compilation of the institution's successes, and student and employee experiences over the course of the academic year.

CONSTITUENT REPORTS

ASNIC

Newly elected ASNIC President Annie Vladovska briefly reported that two senators will be returning in fall semester and five positions are currently open.

Faculty Assembly

Recently elected Chair Molly Michaud reported that during their last meeting, Brian Seguin was selected to serve as treasurer, and she added that faculty look forward to reviewing the results of their recent adjunct faculty survey in August.

Staff Assembly

Chair Jeff Davis reported on activities from their May meeting, including officer elections, an update from President MacLennan, and review and approval of revisions to the Staff Assembly constitution.

College Senate

Senator Melissa Mewhinney reported that during officer elections at their May meeting, senators were unable to identify a chair for next year, but other positions were filled. She then reported on policy proposals that were reviewed during their meeting.

PRESIDENT'S REPORT

Dr. MacLennan commented briefly on the inquiry from the Northwest Commission on Colleges and Universities and he discussed efforts underway to draft the college's response, which will include the response prepared by the board of trustees.

Trustee Wood thanked Trustees Howard and Barnes for their work in preparing the board's response.

OLD BUSINESS

FY22 General Fund Operating Budget

VP Chris Martin opened by commenting that there were no substantive changes made to the proposal since the board's first reading in April. He pointed out that this budget represents a \$1.9 million increase over the current year's budget.

Trustee Howard made a motion for the board to adopt the FY22 general fund operating budget, as proposed. Trustee Wood seconded the motion.

Trustee McKenzie expressed that he would like a better understanding of the increase in personnel since 2012. Trustee Howard commented that tuition and fees must be approved now, and he further commented on reasons for additional personnel over time. He added that the budget can be approved now then later modified if Trustee McKenzie is able to gather the information he is seeking and propose modifications.

Chair Banducci asked VP Martin to highlight any changes that were made to the proposal since the board's first reading. Martin reviewed the proposed changes to the staff and faculty salary structures that were being recommended as a result of the recent compensation study. He continued by reviewing the additional information that Trustee McKenzie had requested since the first reading of the budget related to employee positions. Following a comment by Trustee McKenzie about the three strategic initiatives proposed in the budget, Martin described the initiatives and confirmed that they do not include additional personnel. Following a request from Trustee Howard, Martin explained how a decrease in enrollment does not directly translate to a decrease in personnel counts. VP Lita Burns further explained that when program enrollment drops, the college must continue to offer

courses in order to allow students to fulfill their program requirements. She added that the college successfully manages staffing those courses with adjunct faculty.

Following a question from Dr. MacLennan, VP Burns shared that since 2014, the college has added 20 new programs or certificates which has increased faculty and staff by 12 to serve those programs.

Dr. MacLennan commented on the process undertaken last year to evaluate and manage staffing in a manner that has allowed for better projections that are aligned with enrollment and workforce and industry demand.

Chair Banducci expressed that he doesn't fully understand the reasons for the expense reduction in the athletics budget. VP Graydon Stanley explained that much of the reduction is a result of the manner in which the college may award grant-in-aid in accordance with the regulations and requirements of the Northwest Athletic Conference.

Trustee McKenzie expressed concern about the specifics of the amount proposed for implementation of the compensation study.

Following this discussion, the motion to adopt the FY22 general fund operating budget carried unanimously.

Revised Leave Without Pay Policy 3.04.06

Dr. MacLennan commented that he is bringing the policy forward with no changes from the previous two readings. He added that there was interest by some board members to have the authority for approving leaves without pay reside with the board of trustees, but approval of leaves without pay, as presented in the policy, rests with the administration.

Trustee Howard made a motion to approve revisions to policy 3.04.06 and approve the elimination of policies 3.04.06.01 and 3.04.07. Trustee Barnes seconded the motion.

Trustee Wood commented on her initial hesitation to move the approving authority away from the board, adding that after hearing points made by Karen Hubbard and Trustee Howard, she understands that this is an operational matter and one in which trustees would not have a role.

Trustee McKenzie expressed his support for the board to be included in approvals.

Chair Banducci expressed his feeling that these matters should rise to the board level. He further expressed his interest in the administration bringing other matters to the attention of the board that may arise in the press or through other channels. Dr. MacLennan responded that he attempts to keep the board apprised of information and situations that he is aware of that may impact the institution and will continue to do so.

Following this discussion, the motion carried with three in favor and two opposed.

Board Conduct Policy

Trustee Howard commented that the board recognizes the concerns of college constituents, including the board's rescission of board conduct policy 2.01.10. He stated that the board has listened to those concerns and he offered for the board to readopt the board conduct policy. He made a motion for the board to reinstate board conduct policy 2.01.10 with the following amendment made to the end of the first paragraph under the section headed "Interaction with College Personnel Guidelines:" "Board members should be afforded confidential communication with the NIC

community. Nothing herein shall be construed to prohibit or discourage communications between board members and members of the faculty, staff, administration or community.” The motion was seconded by Trustee Wood. Trustee Barnes commented that there was a lot of contention with the policy late last year and the board commits to rapidly addressing differences. He added that while the board votes to reinstate the policy, they recognize there is much work to be done to perfect this policy, which primarily affects the board members. The motion to reinstate the policy, as amended, carried unanimously.

NEW BUSINESS

Adoption of Resolution to Reserve Forgone Taxes

VP Martin shared that changes in Idaho statutory requirements limits the college’s usage of forgone taxes compared to previous years. He requested the board consider reserving the 3% or \$511,000 in property taxes that the college did not take as a part of its annual budget for fiscal year 2022.

Trustee Wood made a motion to adopt a resolution to reserve forgone taxes for fiscal year 2022. Trustee Howard seconded the motion. Trustee Wood commented that if the board does not reserve forgone taxes, then they give up the ability to ever recover them. She added that the board had not recovered any forgone taxes since 2004 and this protects the board’s ability to do so, if needed, and she further expressed her feeling that reserving forgone is fiscally responsible. Following a question from Chair Banducci, VP Martin explained how the legislation impacts the use and limits of forgone taxes going forward and he responded to a question from Trustee Howard about the college’s stewardship related to forgone taxes and how the college compares to other taxing entities, including other community colleges in Idaho. Chair Banducci pointed out other impacts to county taxpayers aside from the college, and he added that he does not believe the board should reserve forgone taxes this year. Dr. MacLennan commented that reserving forgone taxes provides the college better leverage for future capital projects. Following this discussion, the motion failed with two in favor and three opposed.

Board of Trustees Meeting Calendar 2021-22

Dr. MacLennan presented the proposed schedule for next year’s board meetings. This was a first reading and no action was taken.

INFORMATION ITEMS

Course Scheduling and Cancellation

Dr. Lita Burns provided some introductory remarks then introduced Dr. Larry Briggs, dean of general studies. Dr. Briggs presented information about the process to establish course schedules and the decision-making processes for managing low enrollment in courses and minimizing impacts to students in those courses.

BOARD CHAIR REPORT

Chair Banducci wished this year’s graduates good luck.

REMARKS FOR THE GOOD OF THE ORDER

Trustee Barnes provided a brief KTEC Board report, stating that the board had approved staffing for the coming year, that enrollment was going well, the automotive and welding programs were expanding, and the health professions program was holding a job fair later in the week. He then read, aloud, the board’s statement in response to the inquiry by the Northwest Commission on Colleges and Universities.

Following some discussion of collaborative effort of the board in the development of the statement, the trustees each acknowledged and provided verbal consent to adopt the statement.

Dr. MacLennan expressed his feeling that the board's adoption of the statement is a good step in the right direction and he reminded the board that the college's response to NWCCU is strengthened by evidence, and where future action is indicated, the college will need to provide evidence that those actions have been fulfilled. He acknowledged NWCCU's role in documenting the college's fulfillment of accreditation standards and eligibility requirements. He expressed his appreciation for the board's efforts to help move the college in that direction.

Trustee Barnes commented that he is happy to be on campus without a mask and that he is looking forward to spending time on campus and getting to know everyone.

There were no other comments and Chair Banducci adjourned the meeting at 9:10 p.m.

Respectfully Submitted,
Shannon Goodrich, Board Clerk



North Idaho College
BOARD OF TRUSTEES MEETING
Edminster Student Union Building, Driftwood Bay Room
June 7, 2021
MINUTES

CALL TO ORDER AND VERIFICATION OF QUORUM

Chair Todd Banducci called the meeting to order at 1:30 p.m. and verified that a quorum was present.

ATTENDANCE

Trustees: Todd Banducci
Michael Barnes
Ken Howard
Greg McKenzie
Christie Wood

Also present: Rick MacLennan, President
Chris Martin, Vice President for Finance and Business Affairs

NEW BUSINESS

Acquisition of Real Property at 721 Military Drive, Coeur d'Alene

Vice President Chris Martin stated that the matter before the board was to approve the acquisition of property located at 721 Military Drive in Coeur d'Alene, Idaho, which is adjacent to property currently owned by the college. He commented that board had previously set aside \$1,000,000 within the board-designated capital reserve fund for the purpose of property acquisition and that is the fund from which this purchase would be made, adding that the subject property had been appraised at \$655,000.

Following a request from Trustee Howard, VP Martin explained the process for the college to acquire real property. He pointed out that the purchase of properties on Military Drive is included in the facilities master plan, and he highlighted those properties on Military Drive that are currently owned by the college as well as property surrounding Military Drive that is contiguous to Bureau of Land Management property.

Following a question by Trustee Barnes about the overall objective of acquiring Military Drive properties, Trustee Howard explained that at one point, the college had acquired the property of the former Robin Hood Campground which was separated from the college, and that some years ago, the college made plans to purchase properties on Military Drive as they become available to expand the college out to meet the other college owned properties. He added that at or near the same time the college entered into an agreement with the Fort Ground Homeowners Association not expand into the Fort Ground neighborhood, which restricts the college's expansion capability to this specific area. He went on to detail the ownership status of the Bureau of Land Management property that runs along Northwest Boulevard, adjacent to the college.

Trustee Barnes expressed concern about the immediate need to purchase the property at a time when the real estate market is at a peak and asked about the return on investment. Following a request by Chair Banducci, VP Martin described that purchasing properties on Military Drive enables the college to expand from what has been a land locked campus for the purpose of future growth.

He explained that college-owned properties on Military Drive that are not in use by the college are actively leased to residents at market value.

Following this discussion, Trustee Howard made a motion for the board to adopt Resolution 2021-01 for the acquisition of property commonly referred to as 721 Military Drive. The motion, seconded by Trustee Wood, carried unanimously.

Trustee Howard commented on the agreement in place with the city of Coeur d'Alene regarding the Bureau of Land Management property and he recommended that the college pick the matter up again to accomplish the transfer of property to the college. Dr. MacLennan responded that he and VP Martin will pursue the matter.

Trustee Wood asked that this matter be put on the next board agenda and background be provided as a refresher for the board and for the information of newer board members.

There were no other comments and Chair Banducci adjourned the meeting at 1:55 p.m.

Respectfully Submitted,
Shannon Goodrich, Board Clerk



North Idaho College
BOARD OF TRUSTEES SPECIAL MEETING
Edminster Student Union Building, Driftwood Bay Room
June 12, 2021
MINUTES


EXECUTIVE SESSION

Chair Todd Banducci called the meeting to order at 9:00 a.m. Trustee Wood made a motion to go into executive session under Idaho Code § 74--206(1)(b) to consider the evaluation, dismissal or disciplining of, or to hear complaints or charges brought against a public officer or employee. The motion was seconded by Trustee Howard and roll call vote was taken as follows:

Todd Banducci	aye
Michael Barnes	aye
Ken Howard	aye
Greg McKenzie	aye
Christie Wood	aye

At 4:00 p.m., Chair Banducci adjourned the meeting.

Respectfully Submitted,
Shannon Goodrich, Board Clerk

**North Idaho College**
BOARD OF TRUSTEES SPECIAL MEETING
Edminster Student Union Building
August 4, 2021
MINUTES

EXECUTIVE SESSION

Chair Todd Banducci called the meeting to order at 4:00 p.m. Trustee Howard made a motion to go into executive session under Idaho Code § 74--206(1)(b) to consider the evaluation, dismissal or disciplining of, or to hear complaints or charges brought against a public officer or employee. The motion was seconded by Trustee Barnes and roll call vote was taken as follows:

Todd Banducci	aye
Michael Barnes	aye
Ken Howard	aye
Greg McKenzie	aye
Christie Wood	aye

At 5:00 p.m., Chair Banducci recessed the meeting.

CALL TO ORDER AND VERIFICATION OF QUORUM

Chair Banducci called reconvened the meeting at 5:10 p.m. and verified that a quorum was present. He welcomed attendees and led them in the Pledge of Allegiance.

ATTENDANCE

Trustees: Todd Banducci
Michael Barnes
Ken Howard
Greg McKenzie
Christie Wood

Also present: Rick MacLennan, President
Marc Lyons, Attorney for North Idaho College

OLD BUSINESS

Board of Trustees Meeting Schedule 2021-22

Dr. MacLennan presented the draft meeting schedule for a second reading. Trustee Howard made a motion to adopt the meeting schedule, as presented. The motion was seconded by Trustee Barnes. Following some comments by Chair Banducci on various dates on the schedule, the motion carried unanimously.


NEW BUSINESS

President's Contract

Trustee Wood made a motion to table this item until the August 18 meeting to allow the board more time to complete the president's evaluation process. The motion was seconded by Trustee Barnes. Trustee Howard commented that he was unavailable for the August 18 meeting. Trustee Wood amended her motion to table the item until a special meeting can be scheduled in September. Trustee Barnes seconded the amended motion. The motion carried with four in favor and one opposed.

There was no additional business and the meeting was adjourned at 5:15 p.m.

Respectfully Submitted,
Shannon Goodrich, Board Clerk

**North Idaho College**
BOARD OF TRUSTEES SPECIAL MEETING
Boswell Hall, Schuler Performing Arts Center
August 26, 2021
MINUTES

CALL TO ORDER AND VERIFICATION OF QUORUM

Chair Banducci convened the meeting at 3:00 p.m. and verified that a quorum was present. He welcomed attendees and led them in the Pledge of Allegiance.

ATTENDANCE

Trustees: Todd Banducci
 Michael Barnes
 Ken Howard
 Greg McKenzie
 Christie Wood

Also present: Dr. Rick MacLennan, President
 Marc Lyons, Attorney for North Idaho College

NEW BUSINESS

Discussion Regarding Mask Mandate

College Attorney Marc Lyons explained Idaho Code 33-2145 related to the authority for implementing measures to stop the spread of communicable disease. He explained that the board of trustees has the authority to implement measures, but as required by the statute, before the board has that authority, it must first adopt a policy to address measures and procedures to address the prevention of contagious diseases. He added that until the board adopts a policy, these matters are still operating decisions. Following questions from Trustee Wood, Mr. Lyons briefly explained the college policy related to the development and adoption of policies and he explained the section of the statute that requires that the local health district be consulted in the development of policy that addresses measures to deal with the spread of infectious disease.

A discussion ensued around the timing required to adopt such a policy, and Chair Banducci and Trustee McKenzie expressed an interest in the board's expedience as they have heard about students stating they will withdraw due to a mask mandate.

Trustee McKenzie expressed his belief that this policy relates to the internal administration of the board of trustees or the board's relationship with the office of the president as defined in Policy 2.01.04, and is therefore not subject to input from the president or College Senate. Mr. Lyons shared that his interpretation is that a policy to stop the spread of infectious diseases affects the institution and is not pointed to the relationship between the board of trustees and the president or to the internal governance of the board of trustees. He then provided a brief explanation of matters that do relate to the internal governance of the board of trustees and do not affect the institution as a whole.

Chair Banducci referenced two draft revisions to Policy 5.09 prepared by Trustee McKenzie with email input from Panhandle Health District for the board to review at this meeting.

Trustee Wood expressed her interest in the board following the policy on the development of policies and working with the constituent groups to develop a policy.

Dr. MacLennan commented on revisions to the existing policy that members of the administration had drafted in recent days, adding that some of the content in the existing policy was procedural. He commented on the investigation by the accrediting body that occurred earlier in the year and the board's

commitment resulting from the investigation to follow college policy, and he encouraged the board to follow established policy.

Trustee Howard commented that neither of the policy revisions presented addresses measures to contain contagious disease as called for in the statute and he expressed that there is no urgency that would lead the board to adopt a policy now. He went on to comment that he had had no opportunity to provide input on policy revisions and he proposed calling a public hearing and inviting representatives from Panhandle Health District to provide input to the board on a policy, and for the board to receive public comment on a proposal. He expressed concern that a policy was being pushed through without the checks and balances built in to policy development at the college. He added that this is an example of the board not following through on its commitment to the Northwest Commission.

Chair Banducci commented that this is not the first meeting in which no public comment was taken. He expressed to Trustee Howard that there had been efforts to reach out to him.

Trustee McKenzie commented that exceptions and accommodations had been allowed for employees and trustees, but not for students, and he expressed concerns about delaying passing a policy.

Chair Banducci expressed that there is not an answer that will please everyone, but that the board, as elected officials, is using its best judgement for the college and students.

Trustee Barnes recommended that the board rescind the mask mandate until an appropriate policy can be completed. Mr. Lyons commented that until the board passes a policy that is consistent with the statute, he doesn't believe that the board has the authority to rescind the mandate.

At this time, Trustee McKenzie introduced one of the proposed revisions, identified as Revision 1 and he proposed that the board adopt it now and forward it with some additional language to College Senate.

Trustee Wood cautioned the board to follow correct process and the advice of legal counsel.

Trustee Howard objected to rushing to adopt a revision without a statutory obligation to do so.

Trustee McKenzie made a motion for the board to approve the proposed revision, identified as Revision 1, to Policy 5.09. Trustee Barnes seconded the motion. Trustee Howard made a privileged motion to table the matter until the next meeting. Trustee Wood seconded Howard's privileged motion.

The privileged motion to table the adoption of revisions to policy 5.09 failed with two in favor and three opposed.

Trustee Barnes expressed his interest in adopting the policy because it does bring the college in line and he added that work will then begin with Revision 2.

Dr. MacLennan expressed that the administration does not advise this policy be adopted without following the college's governance procedures, and he added that doing so does not align with the requirements for accreditation from the Northwest Commission on Colleges and Universities. Following a request from Trustee Wood, Dr. MacLennan described the procedures the college undertakes to develop policy.

Following this discussion, the motion to adopt carried with three in favor and two opposed.

Trustee McKenzie requested the administration refer the adopted policy revision with additional language, identified as Revision 2, to College Senate.

Mask Mandate Statement

Trustee Barnes moved to rescind the mask mandate until Revision 2 of the policy is adopted. Trustee McKenzie seconded the motion.

Trustee Howard commented that lifting the mask mandate may lead to other remedial approaches.

Trustee wood thanked college employees for their efforts to keep themselves and students safe, and expressed her hope that instructors continue to wear masks in the classroom and continue to protect each other.

Trustee Barnes expressed that his decision in no way means that he is opposed to others wearing masks, but that he opposes any governmentally funded entity dictating what individuals should and should not do. He added that he has read all the emails sent to the board and he appreciates the views on both sides of the issue.

Trustee Howard expressed his belief that requirements to wear masks are no different than other laws in a civil society.

Trustee Barnes expressed that this situation relates to what governing authorities can tell individuals to do related to their own personal health.

Dr. MacLennan expressed his disappointment with the board's proposed decision and he further commented on the college's efforts throughout the pandemic. He then read, aloud, a letter delivered to the President's Office from Kootenai Health expressing thanks to the college for instituting a mask mandate as students return to campus for classes.

Trustee Barnes expressed that the board is only addressing a mandate and not dictating to individuals against their free will.

Trustee Howard commented that taking away the requirement for masks is not the sort of procedure or measure allowed by the statute to prevent the spread of infectious disease.

Dr. MacLennan commented that if the mask mandate is rescinded, then the college has increased health risks for individuals that could result in death.

The motion to rescind the mask mandate carried with three in favor and two opposed.

At 4:50 p.m. Mr. Lyons provided brief instruction related to the board going into executive session. Trustee McKenzie made a motion to go into executive session under Idaho Code § 74--206(1)(b) to consider the evaluation, dismissal or disciplining of, or to hear complaints or charges brought against a public officer or employee. The motion was seconded by Trustee Barnes. Trustee Wood expressed concern about holding an executive session on topic of the president's evaluation one week earlier than it was to have occurred, and she stated her opposition to moving into executive session. Roll call vote on the motion was taken as follows:

Christie Wood	no
Greg McKenzie	yes
Ken Howard	no
Michael Barnes	yes
Todd Banducci	yes

Mr. Lyons stated that the motion to go into executive session requires a 2/3 majority or four votes in favor, and with two members opposed, the motion fails.

Trustee Howard made a motion to adjourn. The motion, seconded by Trustee Wood, failed with two in favor and three opposed.

President's Contract

Mr. Lyons presented the president's contract, stating that it is a three-year contract, renewed annually with amendments, where appropriate, and within the board's discretion. He went on to state that the item had previously been tabled, but is brought before the board again for the board's decision to take action to renew, maintain or anything else with respect to the contract. Trustee Wood made a motion to adopt the president's contract, as presented, with a cost of living salary increase that was approved for college employees. Trustee Howard seconded the motion. Trustee Wood reviewed the president's accomplishments and leadership performance and she expressed that Dr. MacLennan has earned the trust of the board with his accomplishments and stated that she looks forward to a renewal of his contract.

Trustee Howard commented on Dr. MacLennan's performance and leadership, adding that that he has received many commendations from community members. He read, aloud, a statement from college faculty and staff in support of Dr. MacLennan and in support of the board renewing his contract.

At this time, Chair Banducci inquired about taking a brief break and expressed his interest in speaking one on one with Mr. Lyons. Trustee Wood expressed concern that Chair Banducci was purposely delaying her motion. Trustee McKenzie also expressed his interest in conferring one on one with Mr. Lyons. Trustee Wood called for the question. Chair Banducci inquired as to whether actions related to the President's employment take place in executive session or in open session. Mr. Lyons responded that employee evaluations are not appropriate in open session, and he stated that the board has a pending motion on the table. He went on to state that the board has a responsibility, by policy, to conduct an evaluation, but that will need to be done at another time.

Trustees discussed a meeting date of August 31 to which the matter of the president's contract may be tabled. Trustee McKenzie made a privileged motion to table the motion on the president's contract until the next meeting. The motion, seconded by Trustee Barnes, carried with three in favor and two opposed.

The meeting was adjourned at 5:40 p.m.

Respectfully Submitted,
Shannon Goodrich, Board Clerk



North Idaho College
BOARD OF TRUSTEES SPECIAL MEETING
Edminster Student Union Building Lake Coeur d'Alene Room
August 31, 2021
MINUTES

CALL TO ORDER AND VERIFICATION OF QUORUM

Chair Banducci convened the meeting at 4:20 p.m. and verified that a quorum was present. He welcomed attendees and led them in the Pledge of Allegiance.

ATTENDANCE

Trustees: Todd Banducci
 Michael Barnes
 Ken Howard
 Greg McKenzie
 Christie Wood

Also present: Dr. Rick MacLennan, President
 Marc Lyons, Attorney for North Idaho College

Chair Banducci stated that the board would not be going into executive session.

Trustee Howard made a motion to table the remainder of the agenda until the September 22 meeting with the proviso that no other meetings be called for these topics prior to September 22. Trustee Wood seconded the motion.

Trustee McKenzie asked for trustees' availability for other dates in September for other matters related to accreditation. He added that September 7, 8, and 9 had been previously proposed.

Chair Banducci commented on opportunities over the next few weeks for the board to hold discussions with one of the organizations with which the college works.

Trustee Howard called for a vote on the motion.

Trustee McKenzie made an amended motion for the board to schedule a special meeting prior to September 22. Chair Banducci seconded the motion.

Trustee Howard commented that when he agreed to be available for a meeting on August 26, his agreement came with the proviso that a meeting wouldn't be held on August 31 or on other dates being considered for a special meeting in September. He went on to comment that he had gone to considerable expense to be at today's meeting because the agenda topics are very important. He commented that he cannot be present on September 7, 8, or 9 and expressed his hope that the amendment would be defeated and the board continue with the motion to table until September 22.

Trustee McKenzie commented on the availability of virtual attendance for trustees.

Trustee Wood commented that in the spirit of the board working together, trustees should honor and respect others' schedules and commitments and she expressed her support to have no other meetings called and the board table the agenda items until September 22.

Trustee McKenzie pointed out to Trustee Wood that her vote against going into executive session during the last meeting, was not in the spirit of cooperative governance.

Trustee Howard commented that his actions at the last meeting and this meeting are meant to encourage a public dialog in which the public is able to listen to the board's discussions. He added that he used his authority to not agree to an executive session so that the board would move on to the agenda the last time and address the issues. He pointed out that there was a motion and a second to table at that time because the other board members did not want to act on the items. He asked that these items be moved to September 22 to allow trustees to get whatever additional information is needed to act reasonably.

Dr. MacLennan commented that the board's activities over the past few months over the issues of his employment continue to be disruptive to the institution and he requested an explanation of what is going on at this meeting.


Chair Banducci called for a vote on the amended motion. The motion was defeated with two in favor, two opposed and one abstention.

Dr. MacLennan noted for the record that the Chair had not addressed his question. Chair Banducci responded that the board is determining whether to continue with the agenda.

The motion to table until September 22 carried with three in favor and one opposed.

The meeting was adjourned at 4:40 p.m.

Respectfully Submitted,
Shannon Goodrich, Board Clerk

 **North Idaho College**
BOARD OF TRUSTEES MEETING
Edminster Student Union Building
September 22, 2021
MINUTES

EXECUTIVE SESSION

Chair Todd Banducci called the meeting to order at 4:00 p.m. Trustee McKenzie made a motion to go into executive session under Idaho Code § 74--206(1)(f) to communicate with legal counsel regarding pending/imminently-likely litigation and Idaho Code § 74--206(1)(i) to communicate with risk manager/insurer regarding pending/imminently-likely claims. The motion was seconded by Trustee Barnes and roll call vote was taken as follows:

Todd Banducci	aye
Michael Barnes	aye
Ken Howard	nay
Greg McKenzie	aye
Christie Wood	nay

The motion failed and Chair Banducci recessed the meeting to reconvene in the open meeting at 6 p.m.

CALL TO ORDER AND VERIFICATION OF QUORUM

Chair Banducci called the meeting to order at 6:00 p.m. and verified that a quorum was present. He welcomed attendees and led them in the Pledge of Allegiance.

ATTENDANCE

Trustees: Todd Banducci
Michael Barnes
Ken Howard
Greg McKenzie
Christie Wood

Also present: Rick MacLennan, President
Graydon Stanley, Vice President for Student Services
Lita Burns, Vice President for Instruction
Chris Martin, Vice President for Finance and Business Affairs
Marc Lyons, Attorney for North Idaho College

Chair Banducci called for any changes to the minutes from the meeting held on May 26, 2021, the special meetings held on June 7, 2021, June 12, 2021, August 4, 2021, August 26, 2021, and August 31, 2021. Trustee Barnes made a privileged motion to table the approval of the minutes to allow for time to review recordings of past meetings to verify the accuracy of statements captured in the minutes. The motion was seconded by Trustee Howard. Trustee Howard agreed that the minutes should be accurate, and he suggested a time limit be applied for the tabled motion. Trustee Barnes restated his privileged motion to table the approval of the minutes until the next scheduled board meeting to review past meeting recordings to ensure all statements are accurate. The motion, seconded by Trustee Howard, carried unanimously.

CONSTITUENT REPORTS

ASNIC

ASNIC President Annie Vladovska reported on student projects, including the remodel of the ASNIC suite, development of a best-practices resolution, review of a student survey conducted in spring semester, and review of an outdoor seating project with the Facilities Department. She went on to report that three new senators were recently elected and ASNIC will hold their fall semester board meeting on October 26.

Faculty Assembly

Chair Molly Michaud reported that during the August meeting, faculty unanimously passed a resolution in support of President MacLennan, and she read the resolution, aloud. She also shared results of a survey of adjunct faculty that addressed matters such as adjunct faculty involvement, support, and gaps and barriers. She closed her report with a review of elements of the Diversity Council's recent symposium.

In response to a question from Trustee Barnes about some of the technology challenges that were discussed, Ms. Michaud responded that more opportunities have been created to allow participation in classes by way of Zoom and other technologies for students who do not have good internet access, and for other students who do not feel safe on campus,

Staff Assembly

Chair Sarah Martin reported that during their August meeting, Staff Assembly announced the implementation of a parliamentarian role and they discussed submitting a joint resolution with the Faculty Assembly in support of President MacLennan. She shared that once developed with Faculty Assembly, and following a vote within Staff Assembly, there was an overwhelming majority in support of the joint resolution. She went on to report that during their September meeting, Staff Assembly recognized and honored the September recipient of the Sterling Silver Award, and they received information about personal and professional development opportunities, as well as information from Brian Seguin from the Diversity Council and a representative from the Human Rights Education Institute about messages from the Patriot Front group posted recently near or on campus grounds. She closed by reporting on an initiative to recognize and celebrate efforts of college employees, departments, and students.

Chair Banducci asked about the things that go along with winning the Sterling Silver Award. Ms. Martin responded that winners receive a restaurant gift card, a monetary prize and a parking space of their choice. Dr. MacLennan added that he enjoys reading all of the comments from winners' peers on behalf of the nominees, and he shared that Numerica Credit Union sponsors the monetary prizes and has been a great long-time supporter of the college.

College Senate

Chair Geoff Carr reported that Senate recently met and discussed the revision to Policy 5.09 and he read, aloud, a statement from Senate objecting to the actions of the board during August 26 meeting, which Senate believes bypassed the institution's standard practices of participatory governance outlined in Policy 2.01.04.

Trustee Howard expressed his appreciation to Senate for bringing up the process for the revision to Policy 5.09. He went on to comment that the statute also requires consultation with Panhandle Health District in developing a policy to protect the health and safety of people on campus and he expressed that there is a long way to go on that policy to live up to the statute.

Trustee Wood expressed her agreement that the development of the policy did set a dangerous precedent in overlooking participatory governance. She added that it is the board's responsibility to not do that again and to finish up work on the last policy.

PRESIDENT'S REPORT

Dr. MacLennan commended constituent leaders for their efforts in leading their constituencies and he thanked members of the public, in attendance, for their engagement and interest in the college. He went on to comment about the conflict between himself and members of the board and his and the board's actions over the past year. He went on to comment that the board had committed to addressing issues related to concerns of the accrediting body about the college's eligibility to meet accreditation requirements, adding that the board had not fulfilled those commitments. He stated that he remains ready to help the board should they choose to do so and he commented that his actions, and the communications, and professional guidance that he had offered the board have been focused on the health of the college the college fulfilling its mission. He commended employees and students for their efforts in navigating the pandemic, and expressed that the college is an outstanding public institution.

KTEC REPORT

Trustee Barnes reported that during its September meeting, the KTEC Board received the financial audit report and he highlighted that there is a 19% enrollment increase with an additional 108 students over last year.

Trustee Wood asked which programs were receiving the most interest. Trustee Barnes responded that he had requested the percentage of senior graduates that had gone on to enroll in programs at NIC, but he hadn't yet received the numbers. He added that his sense is that the medical section is a big part of it and that he had learned that many students graduating from these programs were receiving multiple job offers.

OLD BUSINESS

None.

NEW BUSINESS

Revised Employee Benefits Policy 3.02.17

Chief Human Resources Officer Karen Hubbard presented, for a first reading, revisions to policy 3.02.17 covering employee benefits. She commented that much of the policy content had been moved from the policy to the procedure, adding that this is consistent with the format for other policies. Following a question from Trustee McKenzie, Ms. Hubbard responded that procedures can be revised through the Senate process and wouldn't come before the board.

Measures for Preventing the Spread of COVID-19

Dr. MacLennan referred to a letter that the board had received from Kootenai Health, in which Kootenai Health representatives had request the college continue with measures to help reduce the spread of COVID-19, and he referred to results from a student survey administered recently by the college. He went on to comment on developments within the community and the state related to COVID-19 since the board voted to rescind the mask mandate, and he commented on the board's lack of action in implementing any measures to prevent the spread of COVID-19.

VP Burns provided the board with information about the impact of COVID-19 on teaching and learning at the college, including absenteeism and the implementation of modified instructional methods to accommodate students who are not able to attend class in person. She reported that she had also seen student withdrawals and would share those numbers with the board when she had them.

Dr. MacLennan recommended that the board respond to the request from Kootenai Health and to allow the college to have a mask mandate.

Trustee Wood asked VP Burns if there was data available from last year to show if masks had been effective in keeping the college open. VP Burns responded that the data is available showing numbers of positive cases and numbers of those in quarantine, adding that the numbers this year had surpassed those for last year.

Trustee McKenzie requested the number of students that had dropped this semester. Dr. Burns responded that those number would be provided.

Trustee Howard commented that it is the board's job to provide for a safe campus and that Statute 33-2145 requires the board to adopt a policy to prevent the spread of infectious disease, and he expressed that the policy the board adopted does not provide any measures to prevent the spread of infectious disease. He shared language from a policy that was recently adopted by the Idaho State Courts that defines measures and protocols to prevent the spread of COVID-19, and he recommended that the board adopt a similar policy.

Trustee Barnes commented that the board should help come up with solutions to help deliver instruction, adding that the issue is personal responsibility and individual freedom and that he will not vote to mandate that individuals wear a medical device against their will.

Trustee Wood expressed that the board must act as required by statute and she recommended that the board direct the administration to expedite the development of a policy for the board to review.

Trustee McKenzie recommended that the board be provided the policies from other community colleges for review.

Chair Banducci commented on the procedures that are currently in place at the college to accommodate instruction, adding that the college is in line with the community and with the local school districts.

Dr. MacLennan commented that he is aware of only one transmitted case of COVID-19 at the college last year, and he expressed that the trustees based their decision on removing the mask mandate on anecdotal stories rather than overwhelming evidence, adding that this was irresponsible.

Trustee Howard commented that the board has an obligation to adopt a policy to prevent the spread of infectious disease, adding that the only thing the board has done is to take away the one element that has proven to have some effect on containing infectious diseases, adding his belief that the board is in violation of the statute.

Trustee Wood made a motion for the board to instruct the president and President's Cabinet to start the process to develop policy to prevent the spread of infectious disease. The motion was seconded by Trustee Howard.

Trustee McKenzie read elements of Policy 5.09 and expressed that Trustee Wood's motion is unneeded at this time.

Discussion continued and Trustee Barnes requested the motion be restated. Trustee Wood restated the motion to instruct the president and President's Cabinet to begin the process to develop a policy to comply with state law.

Trustee Barnes offered an amended motion to add that the resulting policy will not empower a board or individual to mandate on individuals, but that it address solutions for providing the best educational environment during a pandemic.

College Attorney Marc Lyons recommended that the motions be separated and taken one at a time.

Trustee McKenzie seconded the amended motion. Mr. Lyons clarified the motion and the amendment.

Trustee Howard recommended that the board wait until the administration provides a policy for board review then at that time recommend modifications. Trustee Barnes withdrew his amendment.

Following additional discussion, the motion failed with two in favor and three opposed.

Initiate Census Redistricting

VP Chris Martin explained the requirement for the college to redraw the district zones following the release of the decennial census and he provided the board with the administration's plan for requesting proposals from local engineering firms to develop the redistricting plans.

Following a question from Trustee Howard about including the college's resources to provide this work similar to the last time the zones were drawn. Mr. Martin responded that external proposals were sought to avoid putting pressure on any individuals internally.

Trustee Wood commented on the intent to ensure the integrity of the process.

Trustee Howard commented on the state statute that prohibits gerrymandering and expressed the importance of the proposed process to not appear to be gerrymandering.

Chair Banducci requested that the board have the opportunity to review proposals from firms bidding on the process.

Trustee Howard made a motion to authorize the administration to move forward with retaining an appropriate entity to redistrict. Trustee Wood seconded the motion.

Trustee McKenzie amended the motion to add that the proposals be provided to the board for review and approval by the board. Trustee Barnes seconded the motion.

The amendment carried with three in favor and two opposed.

Mr. Lyons restated the motion, as amended, to instruct the administration to move forward with the process for the rezoning and to obtain bids that would be presented to the board. Chair Banducci added that the amendment included that the bids would be provided to the board for review and approval. The amended motion carried with three in favor.

Update on Conveyance of the Bureau of Land Management Corridor

VP Martin provided an update the status of the property known as the Bureau of Land Management (BLM) Corridor that is situated along the north portion of the main NIC campus and Northwest Boulevard between Hubbard and River Avenues. He discussed the use agreement between the

college and the city of Coeur d'Alene that provides for the city to deed the property to the college at such time as the city is deeded the property by the BLM. He reported that the college had not made it a priority to work with the city to pursue a request of Congress to have the property deeded to the city.

Trustee Howard expressed his concern that time is passing and individuals may forget about this agreement and he added his interest in moving forward to pursue the matter with our legislative delegation, so the college is able to obtain fee simple title to the property.

President's Contract

Mr. Lyons commented on the pending motion to approve the president's contract for an additional year with the step increase that was provided to college employees.

The motion failed with two in favor and three opposed.

President's Employment

Trustee Barnes made a motion to immediately execute Section 9.3 of the president's contract to terminate the contract of the president without cause and that Marc Lyons execute Section 9.1 of the contract by the end of the business day Thursday, September 23. The motion was seconded by Trustee McKenzie.

Trustee Wood expressed her concern that there was no reason to terminate the contract and she commented on Dr. MacLennan's contributions to the college and the community and the support he's received from employees and others. She expressed that this motion will bring personal liability upon trustees.

Trustee Howard commented that he sees no reason for this president to be dismissed as there have been no complaints from community leaders or others connected with the operation of the college and its leadership. He went on to comment on the time and expense involved in identifying a new president and the stress this action is causing the institution, and he expressed that he is adamantly opposed to dismissing this president.

Following arguments amongst trustees about proceeding with discussion on the matter, Trustee Barnes asked Mr. Lyons about a process to move forward. Mr. Lyons commented that with a motion and second, a discussion period occurs amongst trustees, moderated by the board chair giving equal time as a guideline is normal protocol, and at some point, the question is called.

Trustee Wood asked Mr. Lyons what the cost would be to the institution for the removal of the president. Mr. Lyons responded that under the contract, should the board elect to terminate the contract without cause, the college agrees to pay the president 12 months of salary and benefits or the remainder of the contract, whichever is less. He added that if this happens tonight the cost would be \$222,000 for 12 months, plus benefits.

Trustee Wood asked VP Martin where the funds would come from. VP Martin responded that the president's salary is budgeted through June 30, adding that beyond that the administration would seek board approval to use fund balance.

Trustee Howard amended the motion to terminate the contract in two months to afford the institution an opportunity to select an interim and move forward. Trustee Wood seconded the amendment.

The amendment failed with two in favor and three opposed.

The original motion carried with three in favor and two opposed.

Chair Banducci recessed the meeting at 8:10 p.m.

Chair Banducci reconvened the meeting at 8:20 p.m.

Trustee Barnes made a motion to appoint VP Burns as interim President. Trustee McKenzie seconded the motion.

Trustee Wood asked if this motion was allowable since this topic wasn't on the agenda. Chair Banducci commented that it falls under the topic of president's employment. Trustee Wood recommended that the board meet at another time for this discussion.

The motion carried with three in favor and two opposed.

Discussion ensued about the timing of the appointment based on the motion to terminate the President's contract. Trustee Barnes withdrew the motion and made a motion to appoint Lita Burns as acting president upon execution of Section 9.1 of the president's contract by attorney Marc Lyons. The motion was seconded by Trustee McKenzie. Trustee Wood expressed that this action is disrespectful to Dr. Burns and to the institution.

The motion carried with four in favor and one abstention.

Dr. Burns requested the opportunity to discuss the terms and conditions of her appointment before the position takes effect.

Trustee Barnes made a motion to authorize a presidential search to be conducted by the NIC Board led by Chair Banducci and Attorney Lyons and supported by the NIC Administration.

Trustee Wood expressed that this is not an action item on the agenda and she objected to the motion. Mr. Lyons offered his opinion that authorizing a presidential search is not on the agenda and he recommended that the board schedule a special meeting so that the board can discuss the parameters of a search.

Trustee McKenzie requested the board go into executive session. Mr. Lyons commented that an executive session was noticed for 4 p.m. and that there is not an executive session on the agenda for this evening.

Trustee Banducci asked if presidential search would fall under the topic of president's employment. Mr. Lyons offered his opinion that it does not and he restated his recommendation for the board to schedule a special meeting for this discussion.

Trustee Howard commented that he is not prepared to address issues related to an interim president or a presidential search.

Following a question from Chair Banducci, Mr. Lyons responded that a motion to go into executive session on a particular topic was scheduled for 4 p.m. and that motion failed, adding that there is not another motion for executive session on other issues scheduled for this agenda and technically the board would be out of line to go into executive session on something that would fit regarding presidential search.

Trustee Barnes withdrew his motion and made a motion to schedule a follow up meeting for the board to take up the items he had requested. There was no second.

Following some discussion, Chair Banducci commented to Dr. Burns that the board would be unable to meet to discuss the terms of her appointment by tomorrow and he asked her if she would be willing to accept the title of acting president until such time that the board can schedule another meeting. Dr. Burns responded that she was not prepared to answer these questions this evening, adding that if by tomorrow afternoon, the college will not have a president, she would be willing to serve as acting president. She requested that there be due haste in scheduling another meeting in which she would be part of the discussion around the terms of an acting president and involved in how the presidential search would proceed, and whether or not the college would have an interim president between the time that her appointment ends and the time when a president is identified and appointed. She went on to comment that she is serving under her fourth president in 20 years and she has witnessed the presidential search process, adding that this is not a process that should be rushed, but should be done thoughtfully and carefully with the input of the college community and community involvement.

BOARD CHAIR REPORT

Chair Banducci made no report.


REMARKS FOR THE GOOD OF THE ORDER

Trustee Howard expressed his disappointment with the process undertaken at this meeting.

Trustee Wood expressed that this was retaliation against the president for filing a personnel complaint against Trustee Banducci.

There were no other comments and Chair Banducci adjourned the meeting at 8:50 p.m.

Respectfully Submitted,
Shannon Goodrich, Board Clerk

**North Idaho College**
BOARD OF TRUSTEES SPECIAL MEETING
Edminster Student Union Building
September 24, 2021
MINUTES

EXECUTIVE SESSION

Chair Todd Banducci called the meeting to order at 1:00 p.m. College Attorney Marc Lyons verified a quorum was present. Trustee Barnes made a motion to go into executive session under Idaho Code § 74--206(1)(a) To consider hiring a public officer, employee, staff member or individual agent, wherein the respective qualities of individuals are to be evaluated in order to fill a particular vacancy or need. This paragraph does not apply to filling a vacancy in an elective office or deliberations about staffing needs in general. The motion was seconded by Trustee McKenzie and roll call vote was taken as follows:

Todd Banducci	aye
Michael Barnes	aye
Ken Howard	aye
Greg McKenzie	aye
Christie Wood	aye

At 2:10 p.m., Chair Banducci called for recess, then reconvened the meeting and verified that a quorum was present. He welcomed attendees.

ATTENDANCE

Trustees: Todd Banducci
Michael Barnes
Ken Howard
Greg McKenzie
Christie Wood

Also present: Lita Burns, Acting President
Marc Lyons, Attorney for North Idaho College

NEW BUSINESS

Acting President Designation/Appointment

Trustee Barnes made a motion to appoint Dr. Lita Burns as Acting President until the board appoints an interim president, with Dr. Burns receiving an annual salary of \$200,000 prorated for the time of her service as Acting President. The motion, seconded by Trustee Howard, carried unanimously.

Dr. Burns expressed her gratitude to the trustees for their confidence in her, adding that she looks forward to advancing the mission of the college and serving the students of North Idaho College.

Presidential Search

Trustee Barnes asked if was appropriate to make a motion to implement a presidential search and define search parameters. College Attorney Marc Lyons advised that the first step is for the board to authorize a presidential search, and he added that search parameters may be discussed by the board following a motion.

Trustee Barnes made a motion for the board to authorize a national search for a permanent president and to convene a search committee led by at least two board members with support by the administration. The motion was seconded by Trustee Howard. A discussion ensued and Trustee Wood commented that this search should be conducted by a national organization such as the Association of Community College Trustees, and she added that key industry partners and all constituent groups be represented on the search committee.

Trustees agreed that two trustees could co-chair the search committee and a discussion took place about which trustees should co-chair. A recommendation was made for Chair Banducci and Trustee Howard to serve in this capacity. Trustee McKenzie expressed his belief that either he or Trustee Barnes should serve along with Chair Banducci. Trustee Barnes expressed his feeling that Trustee Howard's experience would be beneficial. Trustee Howard commented on the time commitment required, adding he would be happy to serve for the benefit of the college. He went on to explain the process of a committee evaluating and screening applicants and making recommendations to the board so the board may then review and interview candidates.

Additional discussion ensued about searching for and appointing an interim president while conducting a search for a permanent president. Trustee Barnes made a motion to authorize an internal posting for an interim president, to be posted as soon as possible. The motion, seconded by Trustee Howard, carried with four in favor.

Trustee Wood made an amended motion to authorize an internal posting for an interim president and that the individual selected would be eligible to apply for the permanent position. Trustee Barnes seconded the motion. Additional discussion ensued about posting the interim position internally and, if needed, extending the posting to external candidates. Dr. Burns expressed her support for internal candidates to be eligible to apply for the permanent position, and she added her belief that it is important for candidates and search firms to know whether or not an internal candidate would be eligible to apply. She went on to comment that it is a critical time of the year when the college begins to look at budgets and the legislative session and continuity of operations is critical. The amendment failed with two in favor and three opposed.

Trustee Barnes withdrew his original motion. Trustee Howard withdrew his second to that motion.

Trustee Wood made a motion for the board to move forward with a posting for an internal candidate for the position of interim president, and that the candidate selected is made aware that he or she is eligible to apply for the permanent position during the national presidential search. The motion, seconded by Trustee Barnes carried with three in favor, one opposed.


Chair Banducci asked if an internal candidate will be able to return to their original position once the interim period is over. Dr. Burns offered herself as an example in that her contract for the current fiscal year as vice president for instruction continues even as she is serving as acting president.

Trustee McKenzie made a motion that the person selected as interim president cannot carry on to apply for the position of permanent president. There was no second and the motioned failed.

There was some additional discussion about terms and conditions for the interim president position and Trustee Howard commented that the administration will need to develop a posting for the board to consider. Mr. Lyons added that there will likely be a need to schedule additional special meetings for decisions related to the logistics of this work.

There was no further discussion and Trustee Barnes made a motion to adjourn. The motion, seconded by Trustee Wood, carried with three in favor and one opposed.

Respectfully Submitted,
Shannon Goodrich, Board Clerk

 **North Idaho College**
BOARD OF TRUSTEES SPECIAL MEETING
Edminster Student Union Building
October 12, 2021
MINUTES

Chair Todd Banducci called the meeting to order at 5:15 p.m. and verified a quorum was present. Trustee Howard made a motion to adopt an amended agenda to adjust the statutory citations for executive session and to add an information item on the topic of clinical placements. The motion was seconded by Trustee Wood and carried.

Trustee Howard made a motion to go into executive session under Idaho Code § 74--206(1)(f) to communicate with legal counsel regarding pending/imminently-likely litigation. The motion was seconded by Trustee Banducci and roll call vote was taken as follows:

Todd Banducci	aye
Michael Barnes	aye
Ken Howard	aye
Greg McKenzie	aye
Christie Wood	aye

At 5:55 p.m. Trustee Wood made a motion to return to open session. The motion was seconded by Trustee McKenzie and Chair Banducci recessed the meeting.

CALL TO ORDER AND VERIFICATION OF QUORUM

Chair Banducci called the meeting to order at 6:05 p.m. and verified that a quorum was present. He welcomed attendees and led them in the Pledge of Allegiance.

ATTENDANCE

Trustees: Todd Banducci
Michael Barnes
Ken Howard
Greg McKenzie
Christie Wood

Also present: Lita Burns, Acting President
Chris Martin, Vice President for Finance and Business Affairs
Christy Doyle, Acting Vice President for Instruction
Marc Lyons, Attorney for North Idaho College

At this time, Chair Banducci requested a motion to move the information item on the topic of clinical placements to come before new business. The motion was made by Trustee McKenzie, seconded by Trustee Wood and carried unanimously.

Clinical Placements

Dr. Lita Burns provided a brief history of the consortium formed to address how to equitably place students in clinical settings to allow them to receive the experience needed to complete their learning outcomes needed to graduate and to be successful in passing their licensure examinations. She asked Acting VP for Instruction Christy Doyle to describe the impact that COVID-19 has had on clinical placements. Ms. Doyle described and explained clinical placements for Practical Nursing and Registered Nursing students with member healthcare providers within the Clinical Placements Northwest Consortia, including how the consortium sets up placement slots and how students are

selected by the consortia. She went on to review the timeline for decisions by some of the consortia healthcare facilities related to requirements for students participating in clinicals to be vaccinated for COVID-19 as well as ongoing uncertainty from some of the facilities about how they will proceed with requirements. She went on to describe the college's efforts to work with facilities for student placements and challenges of requirements of certain types of facilities for students to be vaccinated.

Chair Banducci asked what can be done to open channels of communication to help get students placed. Ms. Doyle responded that as the college learns about potential opportunities, they reach out to those facilities about the possibility of additional slots.

Dr. Burns added her recommendation for students and others who are reaching out directly to health facilities and who receive an affirmative response about the availability of a slot that they then ask that the information be taken to an administrator who may then reach out to the college about the availability of a slot.

Chair Banducci asked about the potential of excess capacity with the expansion of the Meyer Health and Sciences Building. Ms. Doyle responded that challenges continue with hiring clinical and full-time faculty and she expressed her belief that once the facility is complete, the college will be able to accommodate more students. She added that the creation of clinical group breakout spaces will be a key measure in better serving the community.

Dr. Burns shared that a lack of clinical slots for nursing students is a nationwide problem. She added that the State Board of Education has requested the implementation of a work group inclusive of clinical agencies such as hospitals, long-term care facilities and nursing education directors across the state to work on issues and solutions to address the lack of clinical slots for nursing students.

Trustee McKenzie commented on the potential for additional pay for nursing instructors.

NEW BUSINESS

Trustee Zone Redistricting Firm

VP Chris Martin opened with brief remarks about the requirement for the board to have the trustee zone maps redrawn following completion of the decennial census, and the selection of a firm to develop the maps for the trustee zones.

Trustee Wood asked VP Martin to review the proposal from the firm he is recommending the board select to complete the project. VP Martin shared that the college sought proposals from five different firms with GIS experience in Kootenai County and received four proposals from which he is recommending Alta Science and Engineering from Kellogg, Idaho. He added that Alta provided the most affordable bid and also provided multiple options for the map for the board to review.

A discussion ensued about an additional proposal from an individual who expressed his willingness to complete the project at no cost. Trustee McKenzie expressed his support for this proposal due to the individual's experience and the cost. Trustee Wood commented that a solicitation of a vendor by a trustee creates a conflict of interest for the board. She went on to comment that the business office received four proposals and had the time to evaluate them and form a recommendation for the board. She made a motion for the board to hire Alta Science and Engineering. The motion was seconded by Trustee Howard.

Trustee McKenzie expressed that this proposal was received in the same manner as the other proposals. Following a question from Chair Banducci about Alta's proposal, VP Martin responded that each of the firms were provided the project scope and Alta proposed providing multiple versions

of the map for the board to consider. Trustee McKenzie provided his understanding of the process for redistricting. Mr. Lyons reminded the board about the process for the business office to obtain bids and he commented on the irregularity of vendors reaching out to board members. He asked the board to not accept a proposal that was received outside the process and follow the recommendation of the administration.

Trustee Howard called the question.

Chair Banducci requested VP Martin's perspective of the board's consideration of the additional proposal. VP Martin shared that legal definitions must be provided by a licensed surveyor and he added that after reviewing the individual's resume, it doesn't appear that this individual has the expertise to provide that part of the project. Trustee McKenzie requested that the vote be delayed until the question of the individual's qualifications can be resolved. In response to a question from Chair Banducci about the project deadline, VP Martin responded that the college has until December 12 to turn over approved maps to the State Board of Education, adding that in response to the project scope, the proposing firms confirmed that they were able to present to the board at the November board meeting.

The motion carried with three in favor and one opposed.

Resolution for Acting President Appointment

Mr. Lyons presented a board resolution commemorating the terms and conditions of Dr. Lita Burns' appointment as acting president. Trustee Howard made a motion for the board to adopt the resolution. The motion was seconded by Trustee Wood.

Trustee McKenzie expressed his understanding that Dr. Burns would serve on the presidential search committee during her term as acting president. Mr. Lyons confirmed that she would serve whether she is an employee or retired.

Trustee Wood expressed her appreciation to Dr. Burns for her leadership during difficult times and for taking on this responsibility of acting president.

Following these comments, the motion carried unanimously.

Interim Presidential Search Process

Chair Banducci described the steps the board will undertake to approve the posting and timeline for internal candidates to apply for the position of interim president, and the timeline and process for hiring a candidate.

Trustee McKenzie made a motion to adjust the dates in the posting to open October 13, 2021 and close on October 18, 2021 at 5 p.m. The motion was seconded by Chair Banducci.

Trustee Wood expressed concern about the short timeline. Chair Banducci commented on completing the process in a timely manner, adding that this meets the board's spirit and intent for the process to appoint an interim president, and he expressed that those interested in applying have known about the position for a while. Dr. Burns commented that typically internal positions are posted for two weeks. She commented that the September 24 meeting was a special meeting and wasn't recorded, and she added that the minutes from that meeting were not yet available to the public, so she doesn't believe there has been any formal discussion about the interim position. Trustee Wood commented that there is no emergency in rushing the process and it would be considerate of the board to allow individuals time to apply.

Trustee McKenzie amended his motion to adjust the dates as stated in his previous motion, and added that applications go to Marc Lyons and to the board. There was no second on the motion.

Mr. Lyons commented that applications should go through Human Resources and considered at a board meeting.

Chair Banducci commented on a potential timeline for applications and for board review of applications. Mr. Lyons commented that providing applications days ahead of time would constitute deliberations and he recommended that materials be collected by the institution and then be provided to trustees in conjunction with a board meeting. Chair Banducci proposed a timeline to post the position and for the board to review applications and select and appoint a candidate.

Trustee McKenzie withdrew his motion and made a motion to open the posting on October 13 and close the posting on October 21. The motion, seconded by Trustee Barnes, carried with three in favor and one opposed.

The board discussed scheduling a special meeting for October 25 at 6 p.m. to review applications and make a selection.

Trustees discussed elements of the job posting and position description. Trustee McKenzie commented on the amount of compensation. Dr. Burns explained how the proposed amount of compensation was developed and she shared that a salary range was included to allow the board the flexibility to hire a candidate at a salary commensurate with his or her experience. Chair Banducci expressed his interest in offering a compensation set at \$180,000 rather than a salary range and he proposed modifying the qualifications statement from five years to three years of experience and to strike the requirement for administration/senior leadership experience. Trustee Wood commented that five years of experience is standard and that fully qualified people with leadership experience at a presidential or vice-presidential level are needed, and she expressed her opposition to removing this requirement. Chair Banducci expressed that the requirement for administration experience is limiting for an internal search. Further discussion ensued about the qualifications and experience for the position.

Following discussion, Trustee McKenzie made a motion to fix compensation at \$180,000. The motion seconded by Trustee Barnes, carried unanimously.

Chair Banducci made a motion to modify the position description under the Education and Experience section under Required Minimum Qualifications, to strike from the second bullet, the words administration/senior leadership experience. The motion was seconded by Trustee McKenzie.

Trustee Wood expressed concern about appointing a candidate with no senior leadership experience. Trustee Howard commented on appointing an individual with experience to step into the top administrative position and he expressed his opposition to striking those words. Dr. Burns commented that removing this requirement for a president will place the candidate's qualifications below those required of the currently serving vice presidents, adding that this would not be consistent with the past practice the college has engaged in to hire a president or senior leaders. She expressed concern about the impact this change could have in terms of leadership for the institution and how the accrediting body will view this decision as the college provides a report to them in August of 2022. Trustee McKenzie expressed his confidence that the board will be able to choose a qualified candidate. Chair Banducci expressed that removing this requirement will open the candidate pool. Trustee Howard commented that these qualifications are a screening mechanism that provides the board with a qualified cadre of applicants.

The motion failed with one in favor, two opposed, and one abstention.

Trustee Wood made a motion to adopt the position description, as presented, with the salary previously approved by the board. Trustee Howard seconded the motion.

A discussion ensued about the definition of senior administrative leadership. Dr. Burns commented that this is experience above a director-level, dean, or one who serves on the President's Cabinet. She asked Chief Human Resources Officer Karen Hubbard to add her perspective. Ms. Hubbard offered that depending on the institution, senior leaders may include directors.

Trustee McKenzie made an amended motion to separate out the requirement for five years of experience and move 'administration/senior leadership experience' to the preferred qualifications. There was no second to the motion.

Additional discussion ensued. Chair Banducci made an amended motion to remove the word 'required' from the second bullet under Education and Experience under Required Minimum Qualifications, and move the entire remaining bullet to preferred experience. The amended motion was seconded by Trustee McKenzie.

Trustee Wood expressed her opposition to the amendment. Trustee McKenzie expressed that the amendment will provide an opportunity to recognize leaders and the many qualified people at the college. Trustee Wood restated her opposition to the motion and commented on the college's need to meet minimum accreditation requirements.

The amended motion carried with three in favor and two opposed.

The original motion, as amended, carried with three in favor and two opposed.

There was no other business and Chair Banducci adjourned the meeting at 8:30 p.m.

Respectfully Submitted,
Shannon Goodrich, Board Clerk

BOARD OF TRUSTEES MEETING
October 27, 2021

TAB 1

SUBJECT

Revised Policy # 3.02.17: Employee Benefits (current policy title: Fringes)

BACKGROUND

Policy 3.02.17 has been reviewed through the established policy review process as part of the college's comprehensive policy review process.

DISCUSSION

Revisions have been made to reflect current terminology and the current employee benefits offered to employees in benefits eligible positions.

COMMITTEE ACTION

This policy has been reviewed and approved by President's Cabinet and the College Senate.

FINANCIAL IMPACT

None.

REQUESTED BOARD ACTION

Request the board consider a motion to adopt revisions to Employee Benefits Policy #3.02.17.

Prepared by Karen Hubbard
Chief Human Resources Officer

Policy

Policy # 3.02.17

Effective Date 3/22/00

Revised Date _____

<p><i>(Impact Area - Dept Name)</i></p> <p>Benefits Eligible Employees</p>	<p><i>(General Subject Area)</i></p> <p>Conditions of Employment</p>	<p><i>(Specific Subject Area)</i></p> <p>Fringe Employee Benefits</p>
	<p>Author:</p> <p>Michael Burke, President Human Resources</p>	<p>Supersedes Policy #</p> <p>3.02.17</p>
<p>Relates to Procedure #</p> <p>3.02.17.01 & 3.02.17.02</p>	<p>Impact:</p>	
<p>Legal Citation <i>(if any)</i>:</p>		
<p><i>North Idaho College</i></p>		

Policy Narrative

[Page 1 of 2]

~~FRINGE BENEFITS~~

North Idaho College is committed ~~to attracting and retaining the most qualified faculty and staff possible~~ **demonstrates a commitment** to attracting and retaining ~~employees by offering a competitive employee benefits package.~~ **employees by offering a competitive employee benefits package.** Toward this end, the College offers a competitive package of fringe benefits. Some employee positions are benefited, while others are not. In general, North Idaho College employees who are employed 50 percent of full-time or greater, for five months or more, are entitled to participate in the North Idaho College benefits program. While some features of this benefit program will vary, major components include the following:

1. State and Federal Benefits

The college participates in a variety of state and federal benefit programs including **Social Security, Workman's Compensation, Unemployment Insurance, and the Public Employees Retirement System of Idaho.**

2. Medical and Life Insurance

North Idaho College provides a comprehensive health and life insurance program. **Program benefits, costs, and coverage's vary and are set annually through the college's meet and confer and budget processes.**

3. Professional Liability Insurance

North Idaho College provides professional liability insurance for all employees, officers, and board of trustees members.

4. Retirement Plans

State regulations determine which North Idaho College employees are eligible to participate in the Public Employees Retirement System of Idaho (PERSI). All other benefited employees are covered by one of several optional retirement programs (ORPs).

5. Continuation of Insurance Benefit

As provided in the procedures section of this policy, North Idaho College employees who meet the eligibility requirements may remain as members of the college medical insurance program.

6. Early Retirement Incentives

At its sole discretion, North Idaho College may from time to time offer special early retirement incentives to its employees. The eligibility criteria, eligibility periods, and incentives for early retirement shall be determined by the college and will be announced as early retirement incentive programs become effective.

7. Miscellaneous Benefits

North Idaho College offers employees tuition waivers and free admissions to college events as specified in the procedures section of this policy.

Tab 2

PROPOSAL PREPARED FOR:

North Idaho College

Karen Hubbard

Chief Human Resources Office

Title IX Investigator



North Idaho College

PRESIDENT SEARCH

STATEMENT OF CONFIDENTIALITY:

This proposal and supporting materials contain confidential and proprietary business information of Greenwood/Asher & Associates, LLC. These materials may be printed or photocopied for use in evaluating this proposed search project - but are not to be shared with other parties.

OUR VALUES

Client Focused * Commitment to Diversity, Equity and Inclusion
People Centric * Process Driven * People Centric * Quality Obsessed
Affirmative Action & Equal Opportunity Committed * Ethics Bound

October 18, 2021

Ms. Karen Hubbard

Chief Human Resources Officer
Title IX Investigator
Human Resources Office
North Idaho College
Headwaters Complex Bldg. B
1000 W. Garden Avenue
Coeur D'Alene, ID 83814

Dear Ms. Hubbard:

Thank you for reaching out to Greenwood/Asher & Associates, LLC (G/A&A) to submit our executive search proposal for your president position. We would be honored to partner with North Idaho College on this search, especially since we are current and active in the market for executive leaders.

We understand the significance of this search and our firm offers our experience and expertise to provide qualified candidates who will embrace your mission to "meet the diverse educational needs of students, employers, and the northern Idaho communities it serves through a commitment to student success, educational excellence, community engagement, and lifelong learning."

As you may know, G/A&A has an extensive history of successful outcomes with executive placements and have completed approximately 2000 searches for private, public, and non-profit institutions. We attribute these successes to the attention, care, and deliverables we bring to our client searches. As a result, we have built a large portfolio of prospects from these successfully completed searches. In addition, we view every search as a treasure hunt and complete additional research on new talent to recruit for your search.

As one of our contributions to higher education leadership, we are very dedicated to providing search support for community and technical colleges. As evidence, we have facilitated successful searches for Alvin Community College, Ann Arundel Community College, Baltimore City Community College, Borough of Manhattan Community College, Bucks County Community College, Cedar Valley College, Century College, Chattanooga State Community College, Cincinnati State Technical and Community College, Columbus State Community College, Dallas County Community College District, Delaware County Community College, El Centro College, Forsyth Technical Community College, Jackson State Community College, Lansing Community College, Lehigh Carbon Community College, Minneapolis Community and Technical College, Montgomery College, Montgomery County Community College, Motlow Community College, Mountain View College, Nashville State Community College, Northland Community and Technical College, Northeast Higher Education District, North Lake College, North Lake College, Northern Virginia Community College, Southwest Tennessee Community College, Trinidad State Junior

College, Volunteer State College, and Walters State Community College. We also understand the search for leaders of community colleges from the perspective of how these institutions exist within community college and other higher education systems. We also have extensive experience working in the Northwestern United States assisting colleges and universities in Idaho, Washington, Oregon, Montana, Wyoming, and Nevada with searches at all levels.

If given the opportunity to be your search partner, Julie Holley, J.D., senior executive search consultant will serve as search manager, assisted by, Lois Stetson, executive search consultant, and Dr. Betty Asher, Co-Founder G/A&A, vice president and managing partner G/A&A will serve as advisor to the search team. Our search teams are highly skilled at creating diverse candidate pools for searches and they communicate effectively to ensure the need of both clients and candidates to ensure all their needs are met. Together, we will manage your search with the utmost professionalism.

The following proposal will provide an overview of G/A&A, including our philosophy, approach, experience, and wide range of services. As you read through this document, we hope you will feel as confident as we do that G/A&A is ready and able to identify and recruit exceptional candidates for this position. In addition, we will work with you to formulate a mutually agreeable search plan to find the next president for North Idaho College.

Please feel free to call us at (850) 650-2277 if you would like us to elaborate on any of the information we have provided.

With thanks,



Jan Greenwood, Ph.D.

Co-Founder Greenwood/Asher and Associates and
Vice President & Managing Partner, Kelly

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In response to the restrictions required due to COVID-19, G/A&A complied by transitioning its online services, and we are continuing to successfully use virtual means at all stages of the search process when requested by our clients. Using virtual processes during the search creates efficiencies, provides flexibilities, and reduces search expenses.

History and Experience

G/A&A was founded in 2004 by Dr. Jan Greenwood and Dr. Betty Asher who have deep roots in higher education after both serving as tenured professors and university presidents. They have a deep understanding of the unique challenges and organizational structures of higher education which has been imparted to our executive search teams members and firm. Over the years, we established time-tested search tools, templates, and result-driven team members. These methods and resources have helped us become one of the premier search firms within the United States.

G/A&A is a full-service, retained search firm, and became a subsidiary of Kelly Services in 2020. We do not subcontract any of our services. As a division of Kelly Services, we leverage the strength of our parent company to offer you a stronger search partner than any other potential search firm. Kelly Education has been delivering the talent that moves education forward since 1997, and we are the largest, most experienced solution partner in the education talent industry.

G/A&A has over 300 collective years of experience serving in education and nonprofit organizations, with over 100 years in organizational consulting and training and more than 60 years in healthcare, including academic health centers and public health agencies. G/A&A has provided executive search and consulting services for nearly 30 years and have facilitated over 2,000 successful searches. Our time-tested search techniques and systems have directly resulted with a 97% client retention rate average for the last two decades.

Few firms have the acuity, expertise, and longevity that our firm has earned. We are a results-driven firm with a team of highly trained consultants who have the skillsets to identify and recruit future leaders and deliver prompt and clear communications to clients and stakeholders.

G/A&A firmly believes that successful searches are accomplished by building and cultivating strong relationships with clients and candidates, and by offering comprehensive and customizable search processes that deliver effective outcomes. In this regard, we have a high percentage of repeat clients and a proven track record that has sustained within the executive search and consulting industry.

Our Project Teams

Our staffing pattern typically involves one a search manager (*co-founders and/or senior executive search consultant*), an experienced executive search consultant, and a research associate on all our assignments. We pay close attention to the balance and workload of our consultants and research associates to ensure we are producing quality work.

If given the opportunity to be your search partner, we would assign a search manager and one executive search consultant to the search. Our search teams are highly skilled at creating diverse candidate pools for searches and communicate effectively to ensure the needs of both clients and candidates are met. Our clients have hired women and/or people of color in over 58% of our searches. Together, we will manage your search with the utmost professionalism.

Key G/A&A Search

Julie Holley, J.D.: Senior Executive Search Consultant (**Search Manager**)



Julie Holley serves G/A&A as a Senior Executive Search Consultant. She applies to her search work a broad knowledge of education and nonprofits and of all aspects of search processes. In her search work, she puts particular emphasis on identifying and recruiting world-class leaders for presidential searches and the nuances of referencing these leaders. Julie has successfully completed hundreds of searches, many at the president level. While she has conducted searches in the full range of higher education organizations, she particularly focuses on searches at AAU and high extensive research and doctoral institutions. She has a track record of recruiting world-renowned leaders into positions of president, chancellor, provost and dean. She also has extensive experience conducting searches for cabinet level positions. Julie specializes in searches for positions relating to her legal background, including law dean and general counsel positions and other legal-related positions in higher education. Another area of specialization is positions relating to internationalization and global affairs.

Julie works to identify and recruit strong and diverse leaders for G/A&A clients. She works in collaboration with the firm's partners on a wide range of search and firm responsibilities, including mentoring and developing consultants and legal issues in executive searches. She works with the Partners on new client engagement, business development and building relationships with clients.

Julie has a J.D. from the University of Baltimore and a B.A. degree from American University. Before joining G/A&A she specialized in commercial and private real estate work, including closings, foreclosures, quiet title and partition suits and research of titles. She has handled trust and estate work, corporate work, and served as a law clerk for a state regulatory agency and a private law firm. She was also a Congressional Intern to a U.S. Representative.

Betty Asher: Co-Founder, G/A&A and Vice President & Managing Partner, Kelly (**Search Advisor**)



Betty Asher was one of the first women to serve as president of a flagship institution. As a search consultant she has helmed more than 500 searches, most at the president/CEO level. Having worked up through the ranks, she understands education and organizations from the bottom to the top. She began her career in higher education as a clinical counselor and career advisor, an interest that has woven through her career. Asher worked in a department of counselor education and held various roles in the vice president for student affairs office including vice president at two institutions, University of Cincinnati and Arizona State University. Further, she was an associate vice chancellor for academic affairs at the system level. As president, her accomplishments included creating an academic plan, improving student quality, increasing funding and fundraising, and enhancing research productivity. All of this experience gives her a broad understanding of the responsibilities for college and university leaders. She also was active as president of a consulting and training services firm.

Asher has been honored in many ways. She along with G/A&A co-founder Jan Greenwood, Ph.D., and other search colleagues have been awarded the American Council on Education's Donna

Shavlik Advancement of Women Award that recognizes “women who have shaped the executive search process and significantly contributed to women’s equitable representation across the leadership pipeline.”...Also stating that “they have been critical players in moving the needle for women in higher education leadership and shaping the executive search process, practices, and landscape.”

Examples with particular meaning for her include Eastern Kentucky University’s award of the Honorary Doctor of Laws; the city of Tempe, Arizona, naming her a “Woman of Distinction;” Arizona’s State’s diversity award; and the American College Personnel Association citing her for “Outstanding Service.” Another point of pride is the number of diverse leaders she has mentored, and the diverse placements made by G/A&A.

She has given back to education, health care, and her communities through extensive service on philanthropic and corporate boards both nationally and internationally. Service examples include the National Advisory Board of Insuring Tomorrow; National Leadership, Inc.; Presidential Network on International Education of the American Council on Education; Children’s Care Hospital and School Foundation; Sioux Valley Hospital; Karl E. Mundt Foundation; Neuharth Advisory Board; North Central Association on Accreditation Teams; Golden Key National Honor Society; Phi Delta Kappa and the President’s Commission of the National Collegiate Athletic Association with service on the Restructuring Committee.

Dr. Asher earned tenure and the rank of full professor in educational psychology. She has edited more than 15 books and monographs focused on organizational development and leadership, continuous quality improvement, and environmental concerns. Asher’s education includes an Ed.D. from the University of Cincinnati, M.A. from Western Kentucky University, and B.A. from Eastern Kentucky University. She has credentials from Harvard University’s Institute for Educational Management and Dartmouth University’s Executive Management Institute as well as graduate training in group process.

Marion Frenche: Practice Leader, Diversity, Equity and Inclusion; Search Manager; and Senior Executive Search Consultant



Marion Frenche has worked in executive search since 1998 and has managed searches with three international executive search firms. She joined GA&A as its first team member when the firm was founded by Greenwood and Asher in 2004. In her executive search career, Frenche has completed over 500 searches for executives in higher education, K-12, health care, academic medicine, and information technology. These positions have been in public and private higher education institutions and system offices, K-12 schools and systems, academic health and health care organizations, and nonprofits. She also has considerable search experience serving mission-driven organizations such as associations and foundations and in higher education board development. Ms. Frenche is recognized by the Staffing Industry Analysts (SIA) as a 2021 “Diversity, Equity & Inclusion Influencer – US and Canada”. This distinction recognizes 50 professionals in the workforce solutions ecosystem throughout North America for their commitment to move the diversity mission forward.

Frenche serves as practice leader for diversity, equity, and inclusion. In this role, she spearheads G/A&A’s service to minority and first-generation serving institutions and organizations. She is proud of the high number of diversity officers that she has placed in a range of colleges and

universities across the country and the number of historically black colleges and universities for which she has provided executive search placements.

Her prior experience is in property management of executive share office suites and in managed care with a national HMO. She conducted educational presentations, workshops, and seminars on managed care and established and maintained contractual relationships with hospitals and physicians in Washington DC, Northern Virginia, and Maryland.

She has presented at national conferences and professional meetings on the search process, with particular emphasis on the nature of the search process for minority candidates.

Frenche works with the firm's partners on search and firm responsibilities, including developing consultants, researchers and administrative assistants and referencing specialists and quality control. She contributes to new client engagement, business development, and building relationships with clients.

Lois Stetson: Senior Executive Search Consultant



Lois Stetson plays a vital role in search recruitment as an executive search specialist for G/A&A. Lois provides hands-on support to G/A&A clients throughout the search process by recruiting uniquely qualified and diverse candidates, presenting candidates for review by search committees, facilitating the interview process, referencing finalists and ensuring each search results in a successful candidate placement. Lois has also served G/A&A as a research associate where she acquired a breadth of experience and knowledge in executive search. Prior to joining G/A&A, Lois worked with the Office of the State Attorney 1st Judicial Circuit as a paralegal in the private sector where she managed several cases concurrently. She is currently a member of the Pensacola Archaeological Society. Lois received an A.A. in general studies from Northwest Florida State College, a B.A. in anthropology from the University of Central Florida and a certificate in grant proposal writing from Fort Hays State University.

Our Services

Global Database: a national and global reach of contacts and networks to draw from. We are a nimble firm, flexible in meeting client expectations and producing quality candidates who meet or exceed expectations, utilizing evidence-based processes to manage the search.

Assessment Tools: G/A&A provides leadership assessment tools that provide feedback regarding the behaviors and competencies needed for specific leadership positions. Our assessment tools provide talent management solutions that support selection, on-boarding, development, and teambuilding.

Collaborative Services:

- We demonstrate excellence in every engagement with the highest level of personal conduct.
- Create a work culture and utilize best practices to exemplify our commitment to diversity, equity, and inclusion.
- Develop a collaborative partnership model which involves listening and understanding all stakeholders.
- Only recruit candidates who most completely meet the qualifications and expectations determined by the client.
- Use our extensive toolbox of research, marketing, and outreach to recruit the highest quality candidates possible.
- Ensure every applicant is a match with the desired characteristics and qualities listed in advertisements and profiles.
- Assist in identifying and hiring candidates in a timely fashion and providing transition assistance and start-up advice.

Dedication to Excellence

- Cost-effective fees
- Consulting experience you can trust
- Timely responses to your sense of urgency
- Active pursuit of diversity
- Innovation and flexibility
- Use of technology to reduce expenses and improve processes
- Successful and timely completion of your assignment

Code of Ethics: We pay special attention to the industry-adopted, and American Council on Education endorsed, *Code of Ethics*.

Commitment to Equality and Diversity: G/A&A established a work culture of diversity, equity, and inclusion. Our firm has employed various ethnic and cultural backgrounds including from the United States, Philippines, Trinidad, Puerto Rico, Mexico, Dominican Republic, U.S. Virgin Islands, Germany, and Palestine.

Our Approach and Methodology

Our overall approach to executive search service is to be responsive to the needs of our clients.

The timing or sequence of a search can always change based on certain factors such as search scale, candidate or search committee availability, or additional services added. Some searches take far less or far more time if the process is modified to address unique client needs or to fill “hard to fill” positions.

We have found most searches take approximately 3-4 months, but initial meetings are designed to both set expectations and to also establish a search schedule that G/A&A will adhere to unless deviation from the initial schedule is mutually agreed upon with the client.

PHASE I DELIVERABLE: SEARCH INITIATION, ESTABLISHMENT OF EXPECTATIONS, ORGANIZATIONAL NEEDS ANALYSIS, AND INFORMATION AND CONTACT SHARING Agreement on position profiles, process, format, work plans, schedules, and budget for the searches.

PHASE II DELIVERABLE: RESEARCH AND OUTREACH Establishment of pools of viable candidates, resumes and updates on other information gathered, develop evaluation checklist. G/A&A will actively recruit a diverse prospect pool for consideration using our database, searching higher education specific databases, contacting reliable sources and professional organizations for recommendations, and conducting our own original research. Based on characteristics and qualities listed in the position profile, we compare and contrast candidates utilizing resumes, additional information, and preliminary interviews when requested.

PHASE III DELIVERABLE: CANDIDATE DEVELOPMENT Advance agreement on a list of interview questions and interview process. Client selects final candidates.

PHASE IV DELIVERABLE: RESEARCH AND OUTREACH Prospect review meeting. Agreement on pools of acceptable candidates.

PHASE V DELIVERABLE: CANDIDATE SELECTION GAA Recommendation. Final candidate selected. Publicly announce new hire.

Search Initiation and Establishment of Expectations	
<p>PHASE I</p> <p>DELIVERABLE:</p> <p>Agreement on position profiles, process, format, work plans, schedules, and budget for the searches.</p> <p style="text-align: center; color: #c00000;">TIME-FRAME: NOVEMBER – DECEMBER, 2021</p>	<p>Time Frame: Month 1</p> <p>SEARCH INITIATION</p> <ul style="list-style-type: none"> • Finalize contract to commence the search process. • Conduct orientation to the search process. • Discuss the application of best practices and search experience. • Establish a schedule for the search. • Review client materials. <p>ESTABLISHMENT OF EXPECTATIONS</p> <ul style="list-style-type: none"> • Discuss how the client wants the process to evolve, including the involvement of other departments, such as Human Resources. <p>ORGANIZATIONAL NEEDS ANALYSIS</p> <ul style="list-style-type: none"> • Gain consensus on the characteristics and skills desired in the candidate (e.g., based on the culture of the organization). • Work with the client to design an evaluation checklist (required vs. desired characteristics). • Meet with constituencies, as needed. • Revise profile with input from appropriate constituencies. • Clarify administrative tasks for the search (e.g., roles and responsibilities for each step of the process). • Assist with the web site, as needed. • Design a communication plan, including a strategy for appropriately informing constituencies of the search process. • Develop advertisement and determine placement. <p>INFORMATION AND CONTACT SHARING</p> <ul style="list-style-type: none"> • Exchange information relevant to the search (e.g., important phone numbers).
Research and Candidate Development	
<p>PHASE II</p> <p>DELIVERABLE:</p> <p>Establishment of pools of viable candidates, resumes and updates on other information gathered, develop evaluation checklist.</p> <p style="text-align: center; color: #c00000;">TIME-FRAME: DECEMBER, 2021 – JANUARY, 2022</p>	<p>Time Frame: Month 2</p> <p>RESEARCH AND OUTREACH</p> <ul style="list-style-type: none"> • Develop strategies for the search to encompass a diverse pool of candidates. • Complete original research. • Contact sources and prospects. • Send information to Prospects. • Develop Communication systems to sources, prospects, and candidates.
Candidate Evaluation	
	Time Frame: Month 2 or 3

<p>PHASE III DELIVERABLE:</p> <p>Advance agreement on a list of interview questions and interview process. Client selects final candidates.</p> <p>TIME-FRAME: JANUARY – FEBRUARY, 2022</p>	<p>CANDIDATE DEVELOPMENT</p> <ul style="list-style-type: none"> • Pre-qualify candidates. • Obtain resumes and additional materials. • Assess candidates' skills and experience against the profile.
Candidate Selection	
<p>PHASE IV DELIVERABLE:</p> <p>Prospect review meeting. Agreement on pools of acceptable candidates.</p> <p>TIME-FRAME: MARCH, 2022</p>	<p>Time Frame: Month 3</p> <p>RESEARCH AND OUTREACH</p> <ul style="list-style-type: none"> • Present market feedback report. • Prepare a master list of active candidates. • Present and discuss candidates with the client. • Committee determines the client's top candidates to be invited to interview. • Sign off candidates not going forward. • Schedule interviews. • Prepare for and conduct interviews. • Committee determines semi-finalists from the first round of interviews. • Complete preliminary background checks. • Provide feedback on background checks. • Committee selects finalists. • Optional: Finalists take our behavioral assessment.
Negotiation and Search Completion	
<p>PHASE V DELIVERABLE:</p> <p>GAA Recommendation. Final candidate selected. Publicly announce new hire.</p> <p>TIME-FRAME: APRIL - MAY, 2022</p>	<p>Time Frame: Month 3 or 4</p> <p>CANDIDATE SELECTION</p> <ul style="list-style-type: none"> • Review candidate compensation and other considerations with the client. • Conduct a final round of interviews. • Gain consensus on the final candidate and the offer to be made. • Assist in negotiating the final contract. • Confirm candidate acceptance. • Complete additional communications.

Tools and Methods Used for A Search:

- Use of Technology
- Data Collection
- Develop a Search Plan
- Develop Position Profiles
- Recruiting to Meet Profile Requirement
- Screen Applicants and Nominees
- Candidate Comparison
- Background and Reference Checks
- Search and Interview Support

Diversity Commitment and Hiring Practices

At G/A&A, we are committed to finding leaders that are as diverse as the client's position description allows; therefore, the client must consider the position description relative to the market that is available to meet the expectations. The client determines whom to interview and is the selector of the candidate of choice.

At G/A&A, we are committed to finding leaders who are as diverse as the client's position description allows; therefore, the client must consider the position description relative to the market that is available to meet the expectations. We have built a reputation as being committed to diversity, equity, and inclusion. Our clients have appointed women or people of diverse identities in over 58% of our searches. We believe this is one of the best of all the higher education firms.

The client determines whom to interview and is the selector of the candidate of choice. We are a women-led firm with a diverse consulting team and work with national leadership groups advancing the careers of women and people of diverse identities. Our database is rich in sources and prospects who are women and/or people of diverse identities. We have cultivated organizational partnerships with groups that support diverse candidates. We reach out to caucuses at professional societies in higher education which serve women and people of diverse identities for nominees, and we make presentations to diverse groups aspiring to advance their careers. A strong, diverse, informal network is a critical part of any successful recruitment effort.

While we value traditional measures of diversity and inclusion, we consistently expand our definition in response to new learning related to diversity, equity, and inclusion. We have a proven track record of using an equity lens to guide our search process; this equity lens informs our use of best practices regarding diversity and inclusive excellence. For example, the firm is deeply committed to diversity of thoughts, academic specialty areas, work experiences, and lifestyles. Our goal is to focus on every individual and be responsive to his/her/their needs. We routinely provide training to members of the G/A&A team regarding ways to identify and mitigate unconscious bias in our executive recruiting, consulting, and training. Our efforts regarding our commitment to diversity are reflected in our work culture and our best practices.

As part of our commitment to diversity, we can provide training to members of the search committee on issues of unconscious bias in the search, recruitment, and hiring process. We will work with the institution's offices of human resources and/or diversity and inclusive

excellence to design this training, or if preferred, we can provide G/A&A-designed training. We are vigilant about reminding search committee members about the benefits of diversity and work to mitigate unconscious bias at each stage in the search process.

Examples of Similar Searches

We are familiar with the higher education environment for institutions located within the western region. Examples of institutions we have partnered with in the western region include University of Idaho; California State University, East Bay; Charles R. Drew University; Crafton Hills College; Montana State University; Montana State University-Billings; Montana Tech of the University of Montana; Nevada System of Higher Education; New Mexico State University; New School of Architecture & Design; Orbis Cascade Alliance; Oregon Board of Education State of Oregon; The Evergreen State College; University of Arkansas at Fort Smith; University of Arkansas at Little Rock; University of Arkansas at Pine Bluff; University of Arkansas, Fayetteville; University of California, Berkeley; University of California, Davis; University of California, San Diego; University of Montana-Missoula; University of Nevada, Las Vegas; University of New Mexico; University of Oregon; University of San Francisco; University of Wyoming; Washington State University; Washington State University Spokane; Washington State University Vancouver; Weber State University; and Western Washington University. We think our experiences at institutions around the nation and our familiarity with the higher education environment within the western U.S. demonstrate the unique qualifications we have to work with you on this search.

Below are some examples of presidential searches successfully completed by G/A&A:

Examples of community college presidential searches include:	
Institution	Description
Alvin Community College	President
Anne Arundel Community College	President
Baltimore City Community College	President
Borough of Manhattan Community College	President
Bucks County Community College	President (<i>Twice</i>)
Century College	President
Chattanooga State Community College	President (<i>Twice</i>)
Cincinnati State Technical and Community	President
College of Coastal Georgia	President
Columbus State Community College	President
Crafton Hills College	Interim President
Dallas County Community College District	Chancellor
Delaware County Community College	President
Eastfield College	President

Examples of community college presidential searches include:

Institution	Description
El Centro College	President
Forsyth Technical Community College	President
Jackson State Community College	President (<i>Twice</i>)
Lansing Community College	President (<i>Twice</i>)
Lehigh Carbon Community College	President
LeMoyne-Owen College	President
Minneapolis Community and Technical College	President
Montgomery College	President
Montgomery County Community College	President
Motlow State Community College	President
Mountain View College	President
Nashville State Community College	President
North Lake College	President
Northeast State Community College	President
Northland Community & Technical College	President
Southwest Tennessee Community College	President
Trinidad State Junior College	President
Volunteer State Community College	President
Walters State Community College	President

This list of clients demonstrates the broad range of types of universities and colleges we work with, as well as our depth and breadth of knowledge of the field of search. This list also shows our ability to work with search committees, administrators, and boards in order to come up with a mutually agreeable plan that will be successful. A broader presidential searches examples list is included as [Appendix I](#).

Cost of Services

How are professional fees and costs calculated for a search and what fee structure options are available? The vice president of enrollment search will be tailored made to fit the needs of North Idaho College.

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

Professional fees

Generally, our service is based on one-third of the total first year's estimated cash compensation for the individual employed with a minimum fee of \$60,000, whichever is higher. Our fees are competitively based and industry standard. **However, negotiable fee adjustments may occur as a result of further discussion.**

Firm Expenses (Indirect and Direct)

The expense budget will not be exceeded without prior client approval.

Greenwood/Asher Indirect expenses

We charge 12% of the professional fee for indirect expenses. These are difficult to track expenses such as research and internal administration for which there are no receipts. These expenses are billed over the first three months of service.

Greenwood/Asher Direct expenses

We bill all direct expenses with receipts separately for items such as consultant travel, lodging, and food, report reproduction, copying and supplies, express mail, Factiva subscription for research, and phone/video/telecommunications. Since March, most of our clients have continued to use a hybrid approach to searches. Although some of our clients are still arranging to conduct interviews and/or see the finalists in person before making an offer, overall direct expenses for searches have been substantially reduced by continuing to conduct some of the search committee meetings virtually.

Billing

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

Guarantee

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

Support Services

Some additional expenses are not included in G/A&A fees and indirect expenses. These can be invoiced through G/A&A but are typically expenses directed by the client and may be considered based on the search and the institution's needs.

Travel and Lodging (If meetings and/or interviews are done in person)

Most client's budget \$500-\$1,000 per person per trip. The client will have to decide how many candidates it wishes to see (e.g., five versus ten) and should budget accordingly. The travel expenses are actual (with evidence of receipt). Generally, our clients generally have a policy

that caps daily hotel and food expenses and requires coach airfare. We can provide this type of detailed response and accounting if you prefer.

Advertisements

These are not a requirement of the firm but are placed based on the client's request.

Background Checks

Some clients prefer to do part of the background checks themselves, so this cost will vary based on the requirements of the client. We often are asked to coordinate these services for our clients. The services may include degree verification, litigation search, driving record search, criminal background checks, and credit reports. In general, the cost for the basic background work (i.e., beyond the reference report that is included in the fee) is typically about \$1,000 per candidate dependent on the depth of research requested by the client. The number of candidates for which this verification is done will vary based on the needs of clients. Some clients ask that credentials be verified on a single finalist, while others prefer having it done on all those invited for final interviews. We encourage our clients to hire a private investigator or conduct additional background work that may be unique to their situation. Our background work meets or exceeds the higher education search industry standard; however, we are not a private investigation firm. We can make recommendations for additional services if our clients believe they are needed.

G/A&A team members are always available for timely consultation with the client regarding the search, the work of the search firm, and the candidates. In addition, G/A&A can provide technical, administrative, and logistical support for campus visits, final selection, contract negotiations, transition considerations, and follow-up. We can negotiate the details of the contract when requested.

Supplemental Value-Added Services

We also provide additional services that you may choose to include as part of your search package including market research supported by artificial intelligence (AI) to collect information at key stages of the search, leadership and soft skills assessments, graphic design, and/or comprehensive background checking via the Mintz Group (i.e., to provide additional information on the candidates). We have developed strategic partnerships with experts in all four fields who work collaboratively with us to provide exceptional service. In general, the expense for using these additional services is less than what the expenses are for typical in-person meetings throughout the search. We are happy to share information on these services at your request.

Optional services that greatly enhance the selection and support of candidates

At G/A&A we are not only invested in helping our clients hire and retain strong leaders we also want to help entire organizations perform at the highest level. That is why we offer these valuable extensions of our search services. We stand ready to individually tailor your experience to address your specific institutional priorities and timeframes.

Leadership and Strategic Services – Coaching, Consulting, And Training

G/A&A is dedicated to elevating leaders and the organizations they serve. Our core business is executive search and recruiting. Our long-term and continuing commitment to our clients has extended our services to include leadership and strategic consulting.

Leadership Assessments

Our leadership assessment tools provide a comprehensive leadership assessment and development report that can be supplied to the hiring authority as part of the referencing

Appendix I: Examples of presidential searches completed by G/A&A

Examples of presidential searches facilitated by G/A&A include:	
Institution	Description
Albany College of Pharmacy & Health Sciences	President
Albany State University	President
Alcorn State University	President
Alvin Community College	President
American College of Education	President
Anne Arundel Community College	President
Appalachian State University	Chancellor
Augustana University	President
Austin Peay State University	President
Baltimore City Community College	President
Borough of Manhattan Community College	President
Bowie State University	President (<i>Twice</i>)
Bryan College of Health Sciences	President
Bucks County Community College	President (<i>Twice</i>)
Butler University	President
Central State University	President
Century College	President
Chattanooga State Community College	President (<i>Twice</i>)
Cincinnati State Technical and Community	President
Coastal Carolina University	President

Examples of presidential searches facilitated by G/A&A include:

College of Coastal Georgia	President
Columbus College of Art & Design	President
Columbus State Community College	President
Coppin State University	President
Crafton Hills College	President
Dallas County Community College District	Chancellor
Delaware County Community College	President
East Stroudsburg University	President
East Tennessee State University	President
Eastfield College	President
El Centro College	President
Embry-Riddle Aeronautical University	President
Excelsior College	President
Florida A & M University	President
Florida Atlantic University	President
Florida Board of Governors	Chancellor
Florida Gulf Coast University	President
Florida International University	President
Forsyth Technical Community College	President
George Mason University	President (<i>three times over three decades</i>)
Hostos Community College	President
Jackson State Community College	President (<i>Twice</i>)

Examples of presidential searches facilitated by G/A&A include:

James Madison University	President
Kendall College	President
Kentucky Council on Postsecondary Education	President (<i>Twice</i>)
Kutztown University of Pennsylvania	President
Lansing Community College	President (<i>Twice</i>)
Lehigh Carbon Community College	President
LeMoyne-Owen College	President
Lock Haven University of Pennsylvania	President
Mansfield University of Pennsylvania	President
Martin University	President
Massachusetts College of Art and Design	President
Mercy College of Health Sciences	President
Minneapolis Community and Technical College	President
Minnesota State System Office	Chancellor
Minnesota State University Mankato	President
Minnesota State University, Moorhead	President
Mississippi State University	President
Mississippi Valley State University	President
Missouri University of Science & Technology	Chancellor (<i>Twice</i>)
Montana State University-Billings	Chancellor
Columbia College	President
Montgomery County Community College	President (<i>Twice</i>)

Examples of presidential searches facilitated by G/A&A include:

Moravian College	President
Motlow State Community College	President
Mountain View College	President
Nashville State Community College	President
Nevada System of Higher Education	Chancellor
New Mexico State University	President
New School of Architecture & Design	President
New York State Education Department, OHE	Commissioner
Norfolk State University	President
North Georgia College & State University	President (<i>Twice</i>)
North Lake College	President
Northeast Higher Education District	President
Northeast State Community College	President
Northeastern Illinois University	President
Northland Community & Technical College	President
Ohio Department of Higher Education	Chancellor
Pennsylvania State System of Higher Education	Chancellor
Radford University	President
South Carolina Governor's School for the Arts and Humanities (SCGSAH)	President
South Carolina Governor's School of Science and Mathematics (SCGSSM)	President
Slippery Rock University of Pennsylvania	President

Examples of presidential searches facilitated by G/A&A include:

Southeastern Louisiana University	President
Southwest Minnesota State University	President (<i>Twice</i>)
Southwest Tennessee Community College	President
St. Cloud State University	President (<i>Twice</i>)
Stillman College	President
Suffolk University	President
Tennessee Board of Regents Office	Chancellor
Tennessee State University	President
Tennessee Technological University	President
Texas International Education Consortium	President
Texas Tech Health Sciences at El Paso	President and Dean
The University of Arizona	President
Trinidad State Junior College	President
University of Arkansas at Fort Smith	Chancellor
University of Arkansas at Little Rock	Chancellor (<i>Twice</i>)
University of Arkansas at Pine Bluff	Chancellor
University of Arkansas, Fayetteville	Chancellor
University of Florida	President (<i>Three times over three decades</i>)
University of Health Sciences & Pharmacy	President
University of Houston-Clear Lake	President
University of Houston-Downtown	President

Examples of presidential searches facilitated by G/A&A include:

University of Illinois Urbana-Champaign	Chancellor
University of Kentucky	President (Twice in the past two decades)
University of Maryland Eastern Shore	President
University of Maryland, College Park	President
University of Massachusetts Central Office	President
University of Massachusetts Dartmouth	Chancellor (<i>Twice</i>)
University of Memphis	President
University of Missouri - Kansas City	Chancellor
University of Missouri System	President
University of New Mexico	President
University of Pikeville	President
University of South Florida	President
University of Southern Mississippi	President
University of Texas at Austin	President
University of Texas Pan American	President
University of Texas System	Chancellor
University of Virginia's College at Wise	Chancellor
University of West Florida	President
University of Wyoming	President
Virginia Commonwealth University	President
Virginia State University	President

Examples of presidential searches facilitated by G/A&A include:

Volunteer State Community College	President
Walters State Community College	President
Washington State University	President
Weber State University	President
West Chester University of Pennsylvania	President (<i>Twice</i>)
West Virginia State University	President (<i>Twice</i>)
West Virginia University	President
Western Illinois University	President
Western Washington University	President (<i>Twice</i>)
William Paterson University	President
Winona State University	President

Thank you for the opportunity to submit this proposal. Please feel free to contact us with any questions you may have. We would love to talk about how G/A&A can help your organization.

Elevating Leaders *Through Executive Search*

Elevating Performance *Through Leadership Services*

Elevating Organizations *Through Strategic Services*



Greenwood/Asher
& ASSOCIATES, LLC

Greenwood/Asher & Associates, LLC

team@greenwoodsearch.com

Tel: 850.650.2277 Fax: 850.650.2272

Jan Greenwood, Co-Founder, Greenwood/Asher and Associates and
Vice President & Managing Partner, Kelly

Betty Turner Asher, Co-Founder, Greenwood/Asher and Associates and
Vice President & Managing Partner, Kelly

Susanne Griffin, Vice President & Managing Director, G/A&A and Kelly

Learn more about our services at: WWW.GREENWOODSEARCH.COM



A Proposal

prepared for

North Idaho College
Coeur d'Alene, Idaho

for
President



SIGNATURE

October 19, 2021

DATE

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BACKGROUND AND CAPACITY

What began as a passion and grew into a company more than 25 years ago is providing today's college leaders and their search committees 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 Board members, the search committee, the search liaison, other college constituents, and the candidates. The Pauly Group Consultant is consistently available to support and advise the Board through the process.

Effective communication is accomplished in a number of ways. Regular project updates are given to college leaders. The group president communicates by telephone and e-mail 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.

Angela Provar, Pauly Group President, will be your primary consultant. 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 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. Our goals include:

1. ensuring that the committee members are equipped with all information necessary to assess candidates and make timely decisions,
2. ensuring that the committee members understand, enjoy, and see the value of their input into the process,
3. supporting the Board with information and guidance as requested and providing full support of the Board's hiring decision.

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

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. 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:

Dr. Angela Provar, President
3901 Wood Duck Drive, Suite E
Springfield, IL 62711
(Off.) 217-241-5400
(Cell) 217-836-6116
aprovar@paullygroup.com
<http://www.paullygroup.com>
[@paullygroupinc](#)
[LinkedIn – Pauly Group](#)

Primary Search Consultant
Angela Provart, Ph.D.
President, Pauly Group, Inc.



Dr. Angela Provart is president and chief executive officer of Pauly Group, Inc. She holds a Doctorate Degree in Organizational Leadership from University of Illinois Chicago; Master of Arts in Organizational Communication from University of Illinois Springfield; Bachelor of Arts in Communication and Psychology from McKendree University and has been with the company since 1996. Her Ph.D. in Organizational Leadership from University of Chicago will be completed in January 2019. She directs and evaluates all activities of the firm.

Dr. 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.

During her tenure, Dr. Provart developed and introduced a feedback system which monitors organization quality and service, developed the Interim Assistance program in response to market requests, overhauled and greatly enhanced the recruiting program as well as refined and streamlined the referencing process, and updated the Pauly Group website to be more interactive for client colleges and candidates alike.

Since 2010, she has served as an active member the Board of American Association of Women in Community Colleges. She received the Carolyn Desjardins CEO of the Year Award in 2015.

Dr. 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. Some of the organizations include the American Association of Women in Community Colleges' Leaders Program, Ferris State University's Doctorate in Community College Leadership program, Hispanic Fellows, the Lakin Institute, and the League of Innovation's Executive Leadership Institute.

Locally, in Springfield, Illinois, she is an active volunteer with a homeless shelter, a Committee Chair for the Parent-Teacher Organization, a Committee Chair and Board Member for the Chatham Baseball and Softball League, and a participant on the Patient Advisory Board for Springfield Clinic.

Services and Methodology

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, the 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 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.

Screening and Evaluation

Pauly Group will provide the initial screening of applicants based on the minimum and desirable qualifications for the position as outlined in the Position Profile. In addition, the Pauly Group president works regularly with candidates, their references, and nominators and can therefore identify strengths and weaknesses not readily apparent from the paper screening. Candidates will be categorized per college instructions and presented to the Search Committee members for review.

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.

SERVICES AND PROCESSES

Project Overview

Search Preparation

- Provide guidance to the Board from beginning of search to presidential transitioning process
- Develop search timeline
- Provide clear and consistent status reports (provided verbally and by email)
- Advise on development of search committee & coordinate meeting schedules
- Collaborate with the Board, develop position profile (includes minimum qualifications, desired characteristics, challenges, and opportunities)
 - Conduct discussions with internal and external stakeholders in order to gain insight on the needs of the college
 - Provide details of search process to internal and external stakeholders

Applicant Recruiting

- Coordinate advertising for the position
- Utilize social media for applicant recruiting
- Organize the maintenance of search page on college website
- Develop electronic position announcement and distribute to targeted audiences
- Conduct nearly 1,000 telephone calls to proactively recruit applicants
- Identify candidates with diverse backgrounds through personal recruitment, social media, and advertising
- Receive all applicant application materials and post to Pauly Group secure website for committee review
- Prioritize and rank applicants' qualifications for maximum committee effectiveness

Board and Committee Assistance

- Facilitate Board's development of candidate selection criteria
- Advise Board/Search Committee on application review and interview techniques
- Conduct preliminary review of applicant qualifications
- Provide printed materials with applicant rankings to assist with selection process
- Lead development of interview questions
- Facilitate candidate interviews with Search Committee and Board
- Conduct thorough reference and background investigations on candidates
- Provide Constituency Group feedback reports following campus interviews
- Provide written reference reports and coordinate Board discussion on final decision
- Negotiate contract between Board and the selected candidate
- Facilitate plan for presidential transition

Applicant and Candidate Contact

- Maintain frequent and effective communication with applicants in order to keep them engaged in the process
- Coordinate and schedule candidate interviews
- Obtain candidate permission to conduct thorough reference and background investigations
- Notify all nominators and applicants of Board's final selection

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. Written reference reports are distributed to the committee for every candidate.

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. 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 full written reference reports are available to the Board during the decision-making process.

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. It is critical for the committee and the Board to have as much unbiased information as is available. Therefore, written reports, rather than verbal, are used in our process.

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.

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 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 leader responsible for coordinating 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 meetings by the group president. The meetings include orientation, semifinal candidate selection, and semifinal candidate interview process management.

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.

It is important to the Pauly Group process that the committee is as involved as possible in the selection and interview process. Therefore, screening from applicants' paper submissions is completed by the committee as well as the initial round of interviewing. Pauly Group is present for guidance, direction, and leadership for the entire process.

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 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.

Once the semifinalists have been identified and agreed upon, in-person interview logistics are handled by the Consultant in concert with staff from the college. Meeting schedules and agendas are prepared and distributed to the committee by the Consultant.

Candidate Interview Management Meeting

This meeting should ensure the committee is organized and that all members of the committee are able to participate. There are three visit objectives.

Overview of Interview Process: Discuss with the committee members the process of the interview and asking follow-up questions.

Reference Report Review and Candidate Discussion: Distribute the reference reports for each candidate and lead the process of thoroughly discussing each candidate.

Selection of Finalists: The Pauly Group leader will facilitate the process while the committee evaluates each candidate and selects final candidates who will be invited to campus.

The college may choose to interview each finalist in person or virtually. Virtual is recommended for initial interviews because it is less costly than accruing candidate travel expenses. Additionally, virtual 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.

Executive Coaching and Mentoring

In order to add to the success of the newly selected Administrator, Pauly Group provides a range of services that may be made available to your college.

Several different leadership assessment tools are available to Pauly Group consultants, as well as the analysis and coaching after college team members have completed the tools.

Also available to the successful candidate is mentoring. Search Consultants currently on staff are available to the newly hired leader for as much or as little mentoring is needed.

Strengths and Experience

Communication Practices

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 and e-mail on a regular basis, at least weekly, with the college leaders and the search committee chair.

During referencing, semi-final 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.

Pauly Group's Commitment to Inclusion

Since its founding, all of our services have been open, unbiased, and provided a level playing field for all candidates. Dr. Provar 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 Policy

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.

Conferencing Capabilities

Pauly Group works with the client college's IT department and/or provides our own means of virtual meetings for committee and Board meetings along with candidate interviews. We are currently using ZOOM as our virtual platform vendor of choice.

Guarantees

Pauly Group is committed to our work and guarantees its success. We have not had any failed searches.

If the client college is unable to identify a candidate of choice for the Presidency within the initial timeline, we will continue the search process until a successful appointment is made. Furthermore, if the candidate appointed leaves office any time during the first year, we return to assist in a follow-up search on an expenses-only basis.

Completed Projects

Since 1990, Pauly Group has assisted in senior administrative searches for hundreds of community and technical colleges, and other higher education organizations. Pauly Group consciously chooses to work exclusively with community and technical colleges.

Executive Coaching and Mentoring

In order to add to the success of the newly selected President, Pauly Group provides a range of services that may be made available to your college.

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.

FIRM EXPERIENCE

Project Staffing

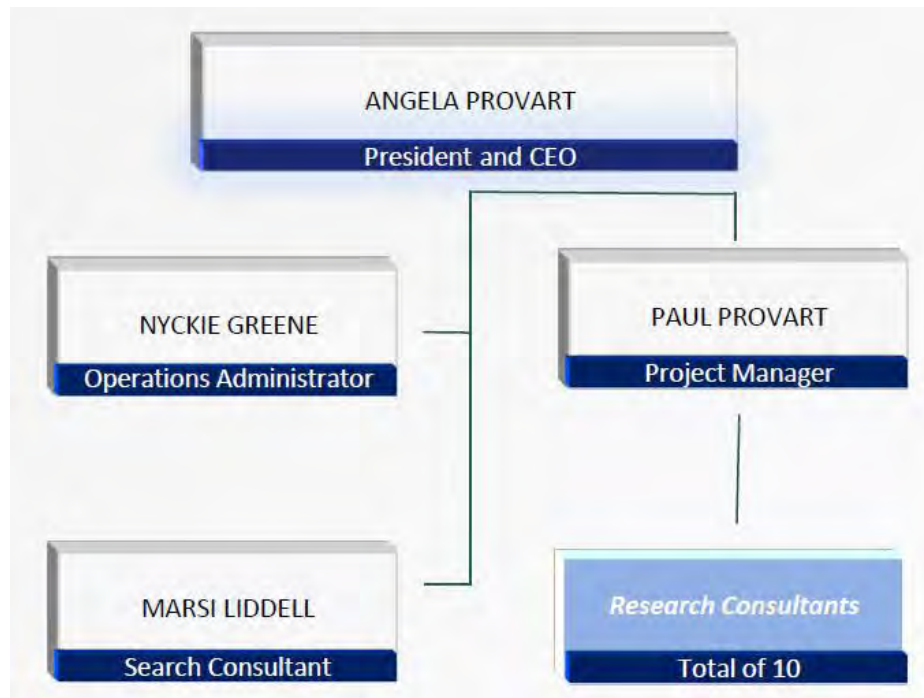
Angela Provart, Pauly Group President and CEO will lead all aspects of the project. From start to finish, complete and timely support is provided to the college leadership, search chair and committee members.

Angela holds a Doctorate Degree in Organizational Leadership from University of Illinois Chicago; Master of Arts in Organizational Communication from University of Illinois; Bachelor 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. Dr. Provart also serves as the key contact for all college projects and coordinates the behind-the-scenes work of the staff and Research Consultants. Angela's full bio is included.

Paul Provart, who has been with the firm for 1 year manages the day-to-day work of the Research Consultants who will be involved in recruitment efforts and candidate referencing.

Nyckie Greene, Operations Administrator, is responsible for providing day-to-day support for Pauly Group professional staff and client colleges.

Subcontracting is employed only to provide personal credit and criminal background checks when Pauly Group is contracted to provide referencing services. 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.



Completed Projects

Since 1990, Pauly Group has assisted in senior administrative searches for hundreds of community and technical colleges, and other higher education organizations. All of our services are open, unbiased, and provide a level playing field for all candidates. To date, our searches have resulted in over 50% of the leaders hired being from under-represented groups.

Below are the colleges that represent some of our work in the last five years. A more exhaustive list is available.

Bergen Community College, Paramus, NJ Presidential Recruiting Project
Blackhawk Technical College, Janesville, WI Presidential Search
Black Hawk College, Moline, IL Presidential Search. Various Senior and Mid-level Recruiting/Reference Projects
Borough of Manhattan Community College/CUNY, New York City, NY Various Referencing Projects (Mid and Senior Level Positions)
Brookdale Community College, Lincroft, NJ Presidential Search; Full Search for Vice President for Academic Affairs Various Referencing Projects (Mid and Senior Level Positions)
Central New Mexico Community College, Albuquerque, NM Presidential Search
Chesapeake College, Wye Mills, MD Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Clackamas Community College, Oregon City, OR Various Referencing Projects (Mid and Senior Level Positions)
College of Lake County, Grays Lake, IL Presidential and Vice-Presidential Searches
College of Southern Maryland, La Plata, MD Various Recruiting and Reference Projects
Collin College, McKinney, TX Vice President and Provost Searches
Community College of Baltimore County, Baltimore, MD Recruiting and Referencing Projects (Mid and Senior Level Positions)
Corning Community College/SUNY, Corning, NY Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Cuyahoga Community College, Cleveland, OH Recruiting Projects (Campus President and Senior Level Positions)
Delta College, University Center, MI Various Search, Recruiting and Referencing Projects (Mid and Senior Level Positions)
Finger Lakes Community College, Canandaigua, NY Full Search for Provost/VP of Academic & Student Affairs
Holyoke Community College, Holyoke, MA Presidential and VP Searches
Illinois Central College, Peoria, IL VPAA Search

Illinois Community College Trustees Association, Springfield, IL Executive Director Search
Inver Hills Community College, Inver Grove Heights, MN Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Jamestown Community College/SUNY, Jamestown, NY Presidential Search; Referencing Project (President), Database Rental
Joliet Junior College, Joliet, IL Presidential Search and various Recruiting and Referencing Projects
Kansas City Kansas Community College, Kansas City, KS Presidential and Vice-Presidential Searches
Kellogg Community College, Battle Creek, MI Presidential Search and various Vice-Presidential and dean Searches
Lake Michigan College, Benton Harbor, MI Presidential Search
Lake Superior College, Duluth, MN Presidential Search. various Recruiting/Referencing Projects
Lakeshore Technical College, Cleveland, WI Presidential Search
Laramie County Community College, Cheyenne, WY Various Full Searches and Referencing Projects (Mid and Senior Level Positions)
Lewis and Clark Community College, Godfrey, IL Presidential Search
Lincoln Land Community College, Springfield, IL Various Recruiting and Referencing Projects
Macomb Community College, Warren, MI Recruiting/Referencing (Provost/VP)
Marion Technical College, Marion, OH Presidential Search, Various Referencing Projects
Metropolitan Community College, Omaha, NE Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Mid Michigan College, Harrison, MI Presidential Search
Middlesex Community College, Bedford, MA Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Middlesex County College, Edison, NJ Presidential Search and Recruiting/Referencing Projects (Mid and Senior Level Positions)
Minnesota State College – Southeast, Winona and Red Wing, MN Presidential Search
Monroe Community College/SUNY, Rochester, NY Presidential Search and various VP searches
Mott Community College, Flint, MI Presidential Search and various Recruiting/Referencing Projects
Normandale Community College, Bloomington, MN Presidential Search. Various Recruiting and Referencing Projects
North Central Michigan College, Petoskey, MI Presidential and VPAA Searches

Northeast Community College, Norfolk, NE Various Search, Recruiting and Referencing Projects (Mid and Senior Level Positions)
Northern Essex Community College, Haverhill, MA Presidential Search. Various Recruiting and Referencing Projects
Northwestern Michigan College, Traverse City, MI Presidential Search
Oakland Community College District, Bloomfield Hills, MI Campus Presidential Searches. Various Recruiting and Referencing Projects
Onondaga Community College/SUNY, Syracuse, NY Provost Searches
Owens Community College, Toledo, OH Recruiting/Referencing Projects (Mid and Senior Level Positions)
Peninsula College, Port Angeles, WA Various Search, Recruiting and Referencing Projects (Mid and Senior Level Positions)
Pima County Community College District, Tucson, AZ Campus Presidential Searches. Various Recruiting Projects (Senior Level Positions)
Rochester Community & Technical College (MNSCU), Rochester, MN Presidential Search
Schoolcraft College, Livonia, MI Presidential Search
Southeast Technical Institute, Sioux Falls, SD Search Project (VPAA)
Southwest Tennessee Community College, Memphis, TN Vice President Search
Stark State College, North Canton, OH Various Referencing and Recruiting Projects (Mid and Senior Level Positions)
Western Technical College, Lacrosse, WI Recruiting Project (Vice President for Academic Affairs)

REFERENCES

College:	Monroe Community College
Address:	1000 East Henrietta Road
City, State & Zip:	Rochester, New York 14623
Contact Person/Title:	Dr. Barbara Lovenheim, former Board Chair
Telephone:	585-355-3910
Email:	bplovenheim@gmail.com
Service / Dates:	Full Presidential Search 06/2020-12/2020
Comments:	Enrollment: 9,000 credit/noncredit

College:	Lewis and Clark Community College
Address:	5800 Godfrey Road
City, State & Zip:	Godfrey, IL 62035
Contact Person/Title:	Dwight Werts, Trustee
Telephone:	618-407-5055
Email:	dwerts@wertswelding.com
Service / Dates:	Full Presidential Search 2020
Comments:	Enrollment: 15,000 credit/noncredit

College:	Mid Michigan College
Address:	1375 South Clare Avenue
City, State & Zip:	Harrison, MI 48625
Contact Person/Title:	Ms. Terry Petrongelli, Board Member
Telephone:	989-240-0283
Email:	tpetrong@charter.net
Service / Dates:	Full Presidential Search 01/2020 - 05/2020
Comments:	Enrollment: 5,000

PRICING

Pauly Group fees are specifically tailored to our clients' need for services. A comprehensive search package is typically chosen for a Presidential search. This will include recruiting, referencing, preparation and placement of advertising materials, documents for the committee to use in the evaluation of applicants, and the provision of total consulting services to the Board and Search Committee through the final negotiations with the chosen candidate.

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

Search Service Packages

A. Comprehensive Full Search Services:

All-inclusive Search.....\$52,000

(Note: Four 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.)

Advertisements.....\$ Included

Credit/Criminal Background Services.....\$ Included

B. Comprehensive Full Search Services, *via Virtual Meetings*:

All-inclusive Search.....\$44,500

(Note: Virtual 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.)

Advertisements.....\$ Included

Credit/Criminal Background Services.....\$ Included

Individual Search Services

Recruiting Services:

With all expenses included:\$29,000
(Note: Additional fees apply for highly technical positions.)

Advertising: College responsibility

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

Reference Services:

Administrative Fee (Per Position).....\$1,200

The Administrative Fee for Referencing is waived for colleges contracting for Recruiting.

Final Candidate Referencing (Per Candidate)\$1,500

Credit/Criminal Background Services: est. \$300/candidate

Additional College Expenses

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

Candidate Travel: Typically \$3,000 / candidate

Advertising: Per established college budget

SAMPLE WORK PRODUCTS

Below are portions taken from a Pauly Group Position Profile. Position Profiles can be customized to accommodate the needs of the institution being served and are customized with the institutions Brand Standards in mind.



 **Monroe Community College**
STATE UNIVERSITY OF NEW YORK
<https://www.monroecc.edu/>

Position Profile, President

 **Pauly Group**
ACADEMIC SEARCH CONSULTING
<https://www.paulygroup.com/>

College Overview

Monroe Community College is entering its sixth decade as a premier two-year college within the State University of New York (SUNY) system and current member of the esteemed [League for Innovation in the Community College](#). Ranked among the top 3% of U.S. community colleges for most associate degrees awarded, innovation has always been at the heart of MCC and the constant driver in the College's evolution to meet the ever-changing needs of our students and our beloved Rochester community.

New and exciting degree programs, unique educational and workforce initiatives, and urban and suburban campus facilities well position MCC to continue to carry on the vision of our founders, including Dr. Alice Holloway Young, a pioneer in the fight for educational equality, Founding Trustee and Board Emerita, and 2020 recipient of an honorary doctorate degree from the SUNY Board of Trustees.

MCC is committed to providing students with access to a quality education at an affordable price. We offer more than 100 outstanding academic programs taught by award-winning faculty members. Since our founding in 1961, nearly half a million people have been inspired by MCC. Each year, the MCC-educated workforce adds approximately \$510 million in income to Monroe County.

In addition to preparing our graduates to continue their education at four-year colleges and universities we identify, teach and train quality employees in key career areas, which helps local businesses stay competitive and keeps our economy going strong. MCC is committed to continue our traditions of innovation and value for many years to come and seeks a president who shares our commitment to our students and the Rochester community.

Students from across New York State and our nation achieve their full potential in person at one of our four campus locations—Brighton, downtown Rochester, the Applied Technologies Center, and Public Safety Training Facility— or complete MCC courses and degree and certificate programs completely or partially online via the MCC Virtual Campus.

In 2019, SUNY selected MCC as an early partner in the SUNY Online initiative, a testament to the expertise of our faculty and Virtual Campus team in online instruction and a critical factor in our swift crossover to a remote teaching and learning environment as a result of the COVID-19 pandemic. MCC is a leader in the implementation of the [SUNY Guided Pathways](#) initiative among community colleges— a statewide strategy focused on building capacity for community colleges to design and implement structured academic and career pathways at scale, for all students.

MCC is governed by a 10-member, government-appointed board of trustees, an administrative team led by a president and college officers, and our [shared governance](#) partners.

Guided by the College's core values— Integrity, Excellence, Empowerment, Inclusiveness, Collaboration and Stewardship— MCC faculty and staff are passionate about student success and this passion has elevated MCC to a nationally-recognized leader in championing equity, opportunity, innovation, and excellence while transforming students' lives and communities.



Private and corporate philanthropy through the [MCC Foundation](#) ensures MCC students have the scholarships and additional supports needed to attend and achieve their goals. In 2018-19 the MCC Foundation transferred more than \$2.5 million in total aid to MCC to support scholarships and programs and awarded nearly \$1.5 million in scholarship support to 886 MCC students. In 2020 the MCC Foundation celebrated the successful conclusion of its historic \$50 million Every Bright Future Needs a Strong Foundation campaign.

MCC is accredited by the [Middle States Commission on Higher Education](#) and curricula are registered and approved by the [New York State Department of Education](#) and the [State University of New York \(SUNY\)](#) system.

College Overview

Vision, Mission, and Values

MCC's Vision

Monroe Community College will be the nationally-recognized leader in championing equity, opportunity, innovation, and excellence while transforming students' lives and communities.

MCC's Mission

Monroe Community College, through access to affordable academic programs, leads excellence and innovation in higher education, inspires diverse students to transform their lives and communities, drives regional economic development, and builds global engagement and understanding.

MCC's Core Values

Monroe Community College values integrity, excellence, empowerment, inclusiveness, collaboration and stewardship. These values help guide our behavior as MCC students and employees.



Opportunity Overview

The Monroe Community College Board of Trustees is announcing its search for a President.

The culture of the College is student-centered and welcoming, with a high level of teaching and learning. The President will be committed to engaging faculty, staff, and students on a regular basis and be an active member of the College community. The President will have a strong, yet transparent, leadership style focused on innovation and the success of all community college students.

The next President will be challenged to lead the College in developing and implementing a five-year strategic plan. Critical decisions about right-sizing the institution and fiscal policy will be priorities.

MCC has successfully created fully online programs for mathematics and psychology as part of SUNY Online, in addition to online curricula in many other disciplines. The President will con-

tinue to expand the College's leadership in this area to meet current labor market demands.

The MCC Foundation is unique to the College. The Foundation board is composed of Rochesterians from different parts of the community and demonstrates the partnerships the College has established. The President will take a dynamic role in the initiatives supported by the Foundation.

The next President will guide a learning and working environment that creates a positive change to the culture of diversity, equity, and inclusion in the growth of the institution.



Opportunity Overview

Qualifications

- Doctorate degree from an accredited institution required
- Significant senior administrative experience within higher education, preferably at a community college
- Teaching experience, preferably within a community college

Desired Traits & Characteristics

- A collaborative leader with an open and transparent communication style within a shared governance environment
- A visionary leader with demonstrated commitment to student success, student learning, and teaching excellence
- An innovative leader with evidence of success in enrollment and retention efforts
- A leader who demonstrates commitment to diversity, equity and inclusion throughout an academic career
- A leader with previous experience in developing and maintaining healthy and respectful labor-management relationships
- An excellent budget manager with ability to ensure and maintain fiscal stability
- A dynamic leader with experience in developing and maintaining external partnerships, especially with community, business and government leaders
- A leader who has an in-depth understanding and experience with online modalities
- A leader committed to maintaining active involvement with the League for Innovation and other educational associations that reinforce the high-quality level of the College and its national reputation



APPLICATION PROCESS

Apply online at www.paulygroup.com and click on "Apply Now" for Monroe Community College.

Attach (1) a cover letter that addresses the minimum qualifications and preferred characteristics; (2) a current resumé; and (3) reference names and contact information.

Please direct all confidential inquiries and nominations to the College's search consultant.

Dr. Angela Provart
President
Pauly Group Inc.
3901 Wood Duck Dr. Suite E, Springfield, IL 62711
Phone: 217-241-5400 Fax: 217-241-5401
Email: aprovart@paulygroup.com

The committee will begin review of applications immediately. Applications will be accepted until the position is filled, with materials submitted by **Monday, September 20, 2021** receiving priority consideration. All applications are confidential and references will not be contacted without the expressed authorization of the applicant.

Monroe Community College prohibits discrimination based on race, color, religion, sex, sexual orientation, pregnancy, familial status, gender identity or expression, age, genetic information, national or ethnic origin, physical or mental disability, marital status, veteran status, domestic violence, victim status, criminal conviction, or any other characteristic or status protected by state or federal laws or College policy in admissions, employment, and treatment of students and employees, or in any aspect of the business of the College. MCC provides equal access to the Boy Scouts and other designated youth groups.



**Monroe
Community
College**

STATE UNIVERSITY
OF NEW YORK

Monroe Community College | 10

Following is a proposed timeline for the search. However, modifications may be made to better align with the College's academic/holiday calendar and constituency groups.

**North Idaho College
President**

Anticipated Start Date: June/July, 2022

Proposed Search Project Calendar

November, 2021 *Develop and Finalize Position Profile*
Develop and Finalize Project Calendar
College Signs Contract and it is Received in PGI Office

***** Schedule 5 evenings in late March/early April for Board to interview Final Candidates***

December, 2021 Meetings with Board and Constituency Groups
Board approves Position Profile
Initial Committee Meeting with Search Consultant – ***Date TBD.***
Review Process, Application Evaluation Process, and
Interview Questions. Determine future meeting and interview
dates.

Prepare Electronic Mailings
Post Profile with Pauly Group associated organizations
College Posts Profile on College Website
Post Profile on Pauly Group Website
Packets to Consultants— ***Date TBD***

Pauly Group Submits Ad. Text to Publications and Ads Appear
(Electronic Only)— ***Date TBD***

College Submits Ad. Text to Other Preferred Publications
(Online Only Recommended) – ***Date TBD***

Pauly Group will place one ad in HigherEdJobs.com, unless another medium is requested by client college. If the position to be filled is a specialized position, Pauly Group will place an ad in a related publication or with a relevant association.

Electronic Mailings Go Out— ***Date TBD***
Recruiting Calls Begin— ***Date TBD***

January, 2022 *Reannouncement Email after Holiday Break*
Recruiting Calls Continue
Committee Reviews Applicant Pool

February, 2022	<p><i>Date TBD</i> – Close Date for Applicants <u>Committee Reviews Applicant Pool</u></p> <p><u>Applicant Ratings due to Pauly Group office</u> – <i>Date TBD</i></p> <p><u>Committee Identifies Semifinalists, Finalize Interview Questions</u> – <i>Date TBD</i></p> <p>Pauly Group Contacting Candidates for Interviews / Zoom testing</p> <p><u>Interviews with Semifinalists</u> – <i>Dates TBD</i></p> <p><u>Committee Identifies Final Candidates</u></p>
March/April, 2022	<p>Final Referencing on Candidates</p> <p>Final Reference Report to Decision Maker</p> <p><u>On-Campus Interviews</u> – <i>Dates TBD</i></p> <p>Gather Feedback from Campus Communities</p> <p><u>Final Decision, Negotiation, and Hire</u></p>
June/July, 2022	Selected Candidate Begins Post

RATING SHEET

PRELIMINARY RATING:	
YES <input type="checkbox"/>	NO <input type="checkbox"/>
MAYBE <input type="checkbox"/>	

CANDIDATE	RECORD NUMBER

INSTRUCTIONS: Below are the characteristics that are listed in the Opportunity Overview of the position profile. Please compare the applicant's experience with the criteria. Please give each of the applicants an overall preliminary rating of yes, no, or maybe. Email that rating only to Angela Provart. This sheet and the notes are for your use only. Please keep for your records during the committee discussion in February.

REQUIRED QUALIFICATIONS	NOTES/QUESTIONS
A Doctorate from an accredited institution preferred, minimum of a master's degree from an accredited institution required.	WEAK <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> STRONG
Three years senior level administrative experience, preferably at a technical or community college, or equivalent.	WEAK <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> STRONG
OPPORTUNITY OVERVIEW	NOTES/QUESTIONS
Expanded Communication: <ul style="list-style-type: none"> • An engaging communicator; • A leader who is visible throughout the College, is involved in student functions, and displays a real passion for BTC; • An advocate for the College internally and externally; • Approachable and have the ability to further generate excitement within the College. 	WEAK <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> STRONG

OPPORTUNITY OVERVIEW	NOTES/QUESTIONS
<p>External Relationships and Partnerships:</p> <ul style="list-style-type: none"> • Further developing coalitions with counties; • Furthering relationships with leaders in K-12 education, manufacturing, agriculture businesses, health care systems, and economic; • Expanded partnerships with advisory committees; • An innovator and a champion for the College; • The ability to listen to the communities and lead the College in meeting the needs and expectations for the future growth of the institution. 	
<p>Budget and Finance:</p> <ul style="list-style-type: none"> • Past successes with budget cuts; • A leader with the demonstrated ability to raise alternate resources through fundraising, business partnerships, lobbying, endowments, and grants. 	<p style="text-align: center;">WEAK <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> STRONG</p>
<p>College-Wide Plans:</p> <ul style="list-style-type: none"> • Leadership to increase enrollment and retention, expand strategic planning and marketing, and articulate the mission of the College; • A visionary leader with the ability to help focus the College and lead them through these processes is important for the next President. 	<p style="text-align: center;">WEAK <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> STRONG</p>
<p>Additional Characteristics:</p> <ul style="list-style-type: none"> • A leader who has integrity; • has the ability to create synergy across the campuses; • has a spirit of optimism; • Dynamic, innovative, and charismatic leader. 	<p style="text-align: center;">WEAK <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> STRONG</p>

Candidate #	Candidate Name	YES	MAYBE	NO	Committee Members															
					1 - Committee Member	2 - Committee Member	3 - Committee Member	4 - Committee Member	5 - Committee Member	6 - Committee Member	7 - Committee Member	8 - Committee Member	9 - Committee Member	10 - Committee Member	11 - Committee Member	12 - Committee Member	13 - Committee Member	14 - Committee Member		
05	Applicant	12	1	1	YES	YES	MAYBE	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	14
10	Applicant	10	4	0	MAYBE	MAYBE	YES	YES	YES	YES	YES	YES	MAYBE	YES	YES	YES	MAYBE	YES	YES	14
07	Applicant	8	4	2	YES	MAYBE	MAYBE	YES	MAYBE	YES	YES	MAYBE	YES	YES	YES	NO	YES	NO	14	
03	Applicant	9	3	2			YES	YES	YES	MAYBE	YES	YES	YES	MAYBE	NO	YES	YES	MAYBE	NO	14
04	Applicant	7	5	2	YES	MAYBE	YES	YES	YES	YES	YES	MAYBE	NO	MAYBE	NO	MAYBE	YES	MAYBE	14	
01	Applicant	7	4	3	YES	YES	MAYBE	MAYBE	YES	YES	YES	YES	NO	NO	YES	NO	MAYBE	MAYBE	14	
11	Applicant	6	3	5	YES	NO	YES	YES	MAYBE	YES	NO	YES	NO	YES	MAYBE	MAYBE	NO	NO	14	
15	Applicant	6	4	3	YES	NO	MAYBE	YES	YES		YES	YES	YES	MAYBE	MAYBE	NO	NO	MAYBE	13	
16	Applicant	6	4	3	YES	YES	MAYBE	MAYBE	YES		YES	MAYBE	NO	MAYBE	YES	NO	NO	YES	13	
14	Applicant	5	2	6	YES	NO	NO	MAYBE	YES		YES	MAYBE	NO	NO	YES	NO	YES	NO	13	
12	Applicant	4	6	3	MAYBE	NO	MAYBE	MAYBE	NO		YES	YES	NO	YES	MAYBE	MAYBE	YES	MAYBE	13	
19	Applicant	3	6	4	MAYBE	MAYBE	MAYBE	MAYBE	YES		YES	MAYBE	NO	YES	NO	NO	NO	MAYBE	13	
21	Applicant	4	4	5	MAYBE	NO	MAYBE	YES	YES		NO	YES	MAYBE	NO	MAYBE	NO	NO	YES	13	
06	Applicant	3	3	8	MAYBE	NO	NO	NO	NO	YES	YES	NO	NO	MAYBE	YES	NO	NO	MAYBE	14	
08	Applicant	3	3	8	YES	NO	MAYBE	NO	YES	NO	NO	NO	NO	NO	YES	NO	MAYBE	MAYBE	14	
02	Applicant	3	1	10	YES	NO	NO	NO	MAYBE	YES	NO	NO	NO	NO	YES	NO	NO	NO	14	
18	Applicant	3	4	6	MAYBE	NO	YES	MAYBE	NO		NO	YES	NO	MAYBE	NO	NO	MAYBE	YES	13	
13	Applicant	2	3	8	YES	NO	NO	NO	MAYBE		NO	NO	NO	YES	MAYBE	MAYBE	NO	NO	13	
09	Applicant	3	1	10	YES	NO	MAYBE	NO	NO	YES	NO	NO	NO	NO	NO	NO	NO	YES	14	
17	Applicant	1	3	9	YES	NO	NO	NO	MAYBE		NO	NO	NO	NO	MAYBE	NO	MAYBE	NO	13	
					20	20	20	20	20	11	20	20	20	20	20	20	20	20		

**SAMPLE
SUMMARY REFERENCE REPORT**

This report taken from portions of an actual Pauly Group Reference Report. Most reports contain 11-14 questions total.

Candidate: John Smith

How long have you known Dr. Smith? and in what context? Is Dr. Smith currently on campus and engaged in the position of Dean?

References confirmed Dr. Smith is currently in the position of Dean. Eight references were interviewed regarding the candidate. Four were listed and four were unlisted. The sources contacted represented minority groups and both genders from candidate's places of employment within the last ten years.

1. What can you tell me about Dr. Smith's commitment to community colleges specifically in the areas of open access, workforce development, or student success?

Supervisor responses:

"He is committed to creating and maintaining community relationships. He understands what is needed for success in the classroom as well as for student success."

"Dr. Smith has a strong commitment to all three areas and has demonstrated success in all three. He brought strategic thinking and energy to the division. He connected more directly with local businesses and helped flesh out a strong workforce development model. He also helped create better synergy between the credit and noncredit areas. He thinks broadly and creatively."

Subordinate responses:

"Dr. Smith was dedicated to the community college mission. He was dedicated to helping his unit be fiscally aware and self-supporting. He was careful with projections."

"He has helped students by increasing the accountability and efficiency of the student center. He keeps students in mind in everything he does. He enjoys higher education, although he can sometimes struggle with the bureaucracy, because he is a forward thinker."

"John emphasized the needs of students, faculty, and courses. This is where he invested his time and energy. He was an advocate for resources and high academic quality."

Faculty responses:

"I work more closely with his program staff than him, but I view him as a great businessman."

Colleague responses:

"He is willing to work with student and academic affairs. He believes in offering courses so student can be successful while still meeting academic standards."

"Dr. Smith is committed to teaching and learning. He actively works across the state to develop relationships and promote learning. He is actively involved inside and outside of the campus. He has built strong relationships with the military and other colleges and universities."

2. Please describe Dr. Smith's leadership style on a daily basis. In addition, please describe the candidate's communication style.

Supervisor responses:

"Dr. Smith likes structure and holds people accountable. Everyone knows their role. He is participative, but he expects people to carry their own weight."

"He is a clear and concise thinker and communicator. He clearly and quickly could get to the heart of a matter and focus on the issues. He was directive, but professional in his demeanor. Continuing education was a huge, complex division. He was on the largest campus of a three campus district, and his role was as the number two person. He was able to think through issues."

Subordinate responses:

"He knew and understood his job. He was knowledgeable about his unit and was a nice person."

"Dr. Smith is present and available when he is needed. He delegates, but he provides the tools to get things done. He is a big vision person, a facilitator. He was a jump in and get it done person at first, but after being here a while, he is more of a big picture, strategy guy."

"He was supportive of professional development and the professionalism of the department. He is good at pushing information he learns at meetings out to his staff. He makes sure everyone knows what is going on from the system down to an individual area."

Faculty responses:

"In meetings and on committees, he is measured. He does not always have to say something, but when he does it is insightful. He knows what he wants to contribute."

Colleague responses:

"He is accommodating. He finds a way to make things work while following the guidelines. He is a good communicator and provides good material."

"John is participatory by nature. He pulls people together and is not a micromanager. He lets people bring their level of expertise and supports his direct reports. He is an astute communicator. He knows when there are people who need more details and others who he can provide a summary. He is sensitive to making sure people are informed."

3. Can you give me specific examples of Dr. Smith's ability to assess academic and student services programs and develop plans to enhance these programs?

Supervisor responses:

"John developed relationships in order to create more face-to-face programs with students and organizations in the area. He also coordinated the dual enrollment program well."

"He was heavily engaged in learning outcomes assessment. There was a lot of focus on the credit academic side, but he also saw the value for student services and noncredit. John was able to determine what assessment meant for adult learners in a nontraditional context, so they benefited from the same assessments."

Subordinate responses:

"He understood he was able to effect accountability around accounting and finance. He made good strides toward building more accountability."

"One of his strengths is being able to look at a process or service, chart it out, and find the efficiencies. He is good at getting a team to implement those changes. He is communicative and a good facilitator."

"Dr. Smith worked with the Colorado Springs program when the program moved locations. He was an active part of the process."

Faculty responses:

"He was good at having his staff look into issues. He was able to hire good people and make positive changes."

Colleague responses:

"When there were changes in the continuing education approval process and requirements, he found a way to provide a paper trail and oversee the approval process. He was innovative in what he got done. The operation seemed to get more and more complex, and he led collaboratively."

"Dr. Smith worked on program review and student assessment. He understands the process and is easy to work with on those issues. It is one of his strengths."

4. Have you had an opportunity to observe Dr. Smith as a speaker: Campus, Community, State level, or National level? Evaluate the candidate's effectiveness in engaging the audience.

When Dr. Smith's point of view is different from the administration, how does he handle this presentation dilemma?

Supervisor responses:

"John has presented at meetings, and he does a good job. He is articulate, considerate, and congenial in his responses. He understands the position of the administration and gets behind it."

"Dr. Smith has spoken in front of business groups at the Chamber. He has made presentations and talked about the workforce development operation. He was engaging, convincing, and articulate. He handled differences of opinion in a politically astute manner."

Subordinate responses:

"In meetings, he was organized and knowledgeable. He was able to engage the group. There was some degree of friction between John and the executive dean. He could be dismissive when he had a difference of opinion."

"He has spoken at institution dinner events. He is engaging, and he enjoys speaking."

"Dr. Smith has led department meetings, and he is engaging, energetic, and interesting to listen to. When there is a direction he may not agree with, he sits down with the other members of leadership, before having a larger discussion, to craft the approach and find a positive angle."

Faculty responses:

"He is articulate in meetings, but he is also the person who does not want to speak at length. He gets to the point. He is succinct. He sits back, observes, and lets others speak. He interjects when needed. He acknowledges any differences and deals with it. He recognizes the chain of command, but he is an advocate for his area."

Colleague responses:

"John has spoken in meeting and in talking with the faculty. He did well. He is a great speaker and a good communicator. He had no problems moving toward what the administration wanted."

"He has been an effective speaker at campus events. He has a nice sense of humor at the appropriate times. He is an organized speaker and logical in his presentations. He relates well to his audience."

5. Looking back, we've talked at length about Dr. Smith's strengths. To provide a balanced and realistic picture of Dr. Smith, please identify a weakness for me.

Supervisor responses:

"He is exuberant and has energy. He likes to move forward. He needs to be more tolerant of those who are not as energetic as he is. Also, when things are not done in an effective way, he will mention it."

"When he first came to the college, there were some who viewed him as eccentric. He had a different style and a different approach. You have to take time to get to know his motivation and strengths."

Subordinate responses:

"He could be a bit dismissive of the things he did not agree with when it came to the executive dean."

"Dr. Smith is more of a big picture person. It was frustrating to explain the details to him when he did not want to hear what would not work. It was frustrating for him and his group. Some saw his delegation as a weakness."

"He has struggled over the time he has been at the college. When a road has been blocked, he has been hesitant to go after it again. If he gets burned he will not go back and fight the battle again. He is reluctant to re-engage."

Faculty responses:

"It has been a challenge at times, because his frame is different. He is entrepreneurial, and that is not typically how faculty are defined. Academics are about process, and he is not always comfortable with the process."

Colleague responses:

“John is a little too accommodating. He conforms too much when dealing with conflict.”

“There is some frustration that things do not happen as quickly or as smoothly as he would like. It is clear what needs to be done, but with the bureaucratic nature of the campus, he cannot get things done as quickly as he would like.”

6. FOR CURRENT AND FORMER SUPERVISORS: If you were filling a position at your institution, would you hire Dr. Smith? If YES: In what position? If NO: Can you tell me why you would not hire the candidate?

“Absolutely. I am sad to see him go. I would hire him as an administrator from the dean level up. He is an effective administrator.”

“Absolutely. I would hire him in a large, complex community college district. I like the way he thinks and his ability to synthesize credit and noncredit options. He could lead a campus, especially one focused on entrepreneurialism.”

FOR SUBORDINATES & COLLEAGUES: Would you welcome the opportunity to work with Dr. Smith again? Why or Why not?

Subordinate responses:

“Yes. He struck me as someone who knew his job and unit well. He gave good feedback, and I liked working with him.”

“Yes. His management style and my work style are a good match. I do not need a lot of motivation, and he works well with a team.”

“Yes, but the goal would be to work in an environment where he could move past system constraints and institutional politics.”

Faculty responses:

“I would prefer not to, but I would if I had to. It was too much of a challenge at times to get to common ground.”

Colleague responses:

“Definitely. He is easy to work with and likeable. I know where he stands.”

"Absolutely. He is easy to work with and has a nice balance between getting things done and recognizing you cannot work alone. He respects processes and is goal driven."



North Idaho College

**Proposal Submitted to
North Idaho College, ID**

To Assist with the Presidential Search

October 15, 2021

Submitted by:

Julie Golder, J.D.
Association of Community College Trustees
1101 17th Street NW, Suite 300
Washington, DC 20036
(202) 384-5816 (Mobile) | jgolder@acct.org
acctsearches.org



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ORGANIZATIONAL PROFILE

Founded in 1972, the Association of Community College Trustees (ACCT) is a national nonprofit educational association based in Washington, DC that represents more than 6,500 board members who govern over 1,200 community, technical, and junior colleges. ACCT helps to strengthen the capacity of these institutions to accomplish their missions through effective board leadership, education, training, advocacy at local, state, and national levels, and exemplary search services.

With 49 years of experience as the only national nonprofit organization dedicated to providing services to community college boards, ACCT has successfully completed over 750 searches for chief executive officers, including chancellors and presidents. Focusing on two-year public community and technical colleges, we are uniquely able to provide comprehensive search assistance, recruitment of a diverse and high-quality pool of candidates, and guidance on an efficacious process to the Board of Trustees, Search Committee, and College.

As the leading national association that serves community college governing boards, ACCT has the built-in capacity to conduct a comprehensive national recruitment endeavor to bring the most qualified leaders to North Idaho College (NIC). Our full range of services - education, training, conferences, consultations, and advocacy - enables us to build sustainable, collaborative relationships with board members and understand their institutions from multiple perspectives, thereby strengthening our ability to assist in identifying an institution's new leader.

ACCT Searches has a highly qualified team of experts dedicated to supporting the presidential search for North Idaho College. ACCT is unlike other organizations in that we use a team approach for conducting all searches. The ACCT Searches team brings a powerful combination of a keen understanding of community and technical colleges and hands-on experience in higher education leadership. Furthermore, ACCT Searches prides itself on ensuring that its team is accessible to the Board of Trustees, candidates, and community members throughout its searches, with a high degree of responsiveness to any questions or concerns.

QUALIFICATIONS AND EXPERIENCE

We value and honor our long-standing relationship with North Idaho College. NIC will have access to our leading national expertise and advanced understanding of best practices in search services. We will work closely with the Board of Trustees and Search Committee to meet the unique needs of the presidential search. As a college dedicated to providing strong educational services and growing a highly skilled workforce within the community, identifying competitive candidates who are well-suited for the institution and fit with its distinct culture is essential. Our recruitment is highly tailored to meet the specific presidential position requirements of the College. ACCT's

national office will leverage our full arsenal of resources and our vast network of current and former leaders in community, state, and technical colleges around the nation for the search.

ACCT's consistently cited strengths include:

- ACCT's ability to attract high-quality candidates -- particularly those who might not respond to an advertisement -- from both two- and four-year colleges/districts/systems.
- ACCT's reputation for professionalism and equity ensure that a national pool of candidates will be broadly inclusive and diverse.
- ACCT's unique position within the national community college culture gives ACCT a clear advantage in providing a highly effective recruitment effort.
- ACCT has a proven record of recruitment of minority and female candidates.
- ACCT's structured search practice ensures both internal and external constituents that the process is open and fair, and that the final candidate selected is the best from a national field.

ACCT is the only nonprofit professional search consulting organization that:

- Focuses exclusively on the community college sector.
- Has a 45-plus year history of providing these services to governing boards of community colleges, state systems, and districts throughout the country.
- Has completed over 750 successful searches for executive officers including college presidents, chancellors, campus presidents, vice presidents, and deans.
- Provides comprehensive in-depth background and reference reports on candidates.
- As a national association, has an extensive community college national network.

Networking Capacity and Additional Resources

ACCT boasts an extensive database of over 14,000 community college and university administrators. Our personnel frequent national higher education events, including but not limited to: our own two national conferences, the ACCT Leadership Congress and the National Legislative Summit, both attended by hundreds of presidents and board members annually; the American Association of Community Colleges Annual Convention; the National Conference on Race and Ethnicity in American Higher Education; and the American Council on Education's Annual Meeting, where staff continuously network and often present sessions.

Successful Placements

ACCT has facilitated many community college executive searches that have yielded successful placements. Our organization is deeply committed to working with institutions to ensure that a placement is made that meets the College's standards and expectations for future leadership. Institutions are listed alphabetically by candidate and according to year since 2017.

2021

- Dr. Sunem Beaton-Garcia, President – Chippewa Valley Technical College, WI
- Dr. Carlos O. Cortez, Chancellor – San Diego Community College District, CA
- Dr. Randall Esters, Chancellor – Louisiana Delta Community College, LCTCS, LA
- Ms. Tammy Few, Associate Vice Chancellor and Chief Human Resources Officer – Riverside Community College District, CA
- Dr. Chato Hazelbaker, President – Northland Pioneer College, AZ
- Dr. Michael Gavin, President – Delta College, MI
- Dr. Peter Grant Jordan, President – Dutchess Community College, SUNY, NY
- Dr. Stacey Moore, President – York Technical College, SC
- Dr. Deidre Peaslee, President – Saint Paul College, MN
- Dr. Pamela Ralston, President – Santiago Canyon College, RSCCD, CA
- Ms. Diana Rodriguez, Chancellor – San Bernardino Community College District, CA
- Ms. Kate Smith, President – Rio Salado College, Maricopa Community Colleges, AZ
- Dr. Ricardo Solis, President – South Texas College, TX
- Dr. Thomas Striplin, President – Eastern West Virginia Community and Technical College, WV
- Dr. Murray Jean Williams, President – Roanoke-Chowan Community College, NC

2020

- Dr. Margaret Annunziata, President – Isothermal Community College, NC
- Dr. Lisa Avery, President – Linn-Benton Community College, OR
- Mr. Michael Berndt, President – Dakota County Technical College & Inver Hills Community College, MN
- Dr. Eric Bishop, President – Ohlone College, CA
- Dr. Christopher Boyett, Chief Academic Affairs Officer – Hopkinsville Community College, KCTCS, KY
- Dr. Christopher English, President – Southeastern Community College, NC
- Dr. L. Dean Fisher, President – College of Southern Idaho, ID
- Dr. Glendon Forgey, President – Frank Phillips College, TX
- Dr. Rolando Garcia, President – North Hennepin Community College, MN
- Dr. Manuel Gomez, Vice President of Academic Affairs – Estrella Mountain Community College, Maricopa Community Colleges, AZ
- Dr. Monica Green, President – Norco College, RCCD, CA
- Dr. Vincent June, Chancellor – South Louisiana Community College, LCTCS, LA
- Dr. Jennifer Kent, President – Victoria College, TX
- Dr. Daniel Kinney, President – Iowa Western Community College, IA
- Dr. Lynn Neault, Chancellor – Grossmont-Cuyamaca Community College District, CA
- Dr. Willie Smith, Chancellor – Baton Rouge Community College, LCTCS, LA
- Dr. Heike Soeffker-Culicerto, Vice President of Finance and Administration – Hagerstown Community College, MD

- Dr. Stephen Vacik, President – Hinds Community College, MS
- Dr. Katrina VanderWoude, President – Los Angeles Trade-Technical College, CA
- Dr. Joel Welch, President – Western Piedmont Community College, NC

2019

- Dr. Jack Bagwell, President – College of The Albemarle, NC
- Dr. Jerry Buckley, President – Reedley College, CA
- Dr. Anthony Clarke, President – Guilford Technical Community College, NC
- Mr. Todd Garnier, Vice President for Finance and Administration – Corning Community College, SUNY, NY
- Dr. Utpal Goswami, Superintendent/President – Santa Barbara City College, CA
- Ms. Stephanie Gray, Dean – Gallatin College, Montana State University, MT
- Dr. Jessica Howard, President – Chemeketa Community College, OR
- Dr. James Keane, Vice President of Academic Affairs – Quinsigamond Community College, MA
- Dr. Denise King, Provost and Chief Academic Officer – Big Sandy Community and Technical College, KCTCS, KY
- Dr. Kim Kuster Dale, President – Western Wyoming Community College, WY
- Dr. Larissa Littleton-Steib, Chancellor – Delgado Community College, LCTCS, LA
- Dr. George McNulty, President – Gogebic Community College, MI
- Dr. Juan Mejia, President – Tyler Junior College, TX
- Dr. William Mullaney, President – Corning Community College, SUNY, NY
- Dr. William Murabito, President – Niagara County Community College, SUNY, NY
- Dr. Steven Nunez, President – Pennsylvania Highlands Community College, PA
- Dr. Charles Nwankwo, President – Clovis Community College, NM
- Mr. Angel Reyna, President – Madera Community College Center, CA
- Dr. Walter Tribley, President – Northern Wyoming Community College District, WY
- Dr. Lynda Villanueva, President – Lee College, TX
- Dr. Jermaine Williams, President – Nassau Community College, SUNY, NY
- Dr. Daria Willis, President – Everett Community College, WA

SCOPE OF WORK

The role of the ACCT Searches Team is, in part, to facilitate the development of consensus throughout the search. Our process builds confidence in the outcome and ensures the quality of the work performed by engaging the Search Committee in every step. The ACCT search process is designed to respond to the selection and support services needed by North Idaho College. Our process is also flexible, allowing it to be tailored for NIC's individual circumstances, ensuring a high level of quality and compliance with the guidelines established for presidential searches. Furthermore, our recruitment of candidates is national in scope. As the national organization for

community college governing boards throughout the country, we are positioned to have a deep and broad knowledge of both established and emerging leaders throughout the country. Additionally, our recruitment covers the region and state.

Search Organization and Planning

ACCT will...

- Work closely with the Board to assess organizational culture and the future direction of the institution, outline an overall process, and provide expert search guidance and best practice national standards in search services.
- Provide expert guidance to the Board and Search Committee throughout the search process.
- Provide orientation to the members of the Search Committee on their roles and responsibilities, as well as the search process itself.
- Maintain the confidential nature of the selection process.
- Perform all duties as outlined in the search timeline and take all necessary steps to begin as soon after the award as is reasonably practicable.
- Work closely and consistently communicate with the Board and Search Committee members on all phases of the search process.
- Provide progress reports that can be shared with the College community.
- Work closely with the College on arrangements for meetings, interviews, campus visits, websites, etc.

Search Committee Development

ACCT will...

- Advise the Board on the selection and appointment of members of the Search Committee.
- Facilitate initial meeting of the Search Committee to introduce members to each other and familiarize them with their roles and responsibilities. ACCT will share a special guide it has developed with ground rules and best practices for Search Committee engagement in the search process.
- Assist the Board and Search Committee in identifying applicants that best meet the position criteria and qualifications for a short list.
- Coordinate candidates' participation in the interview process.
- Assist with the development of an interview format and candidate questions.

Institutional Analysis and Profile Review

ACCT will...

- Facilitate open public forums to gather information from constituents regarding the challenges and opportunities facing the institution, as well as the ideal characteristics, skills, competencies, and abilities of candidates for the president position.
- Use an online survey instrument to gather additional information from constituents (optional).

- Utilize information from research, interviews, and discussions with the Board and key internal and external constituencies to help develop a comprehensive Presidential Profile.
- Assist in developing an inclusive search process which will engage College constituents.
- Assist the Board in the development of criteria for selection.

Marketing and Advertising Strategy

ACCT will...

- Provide advertising and marketing guidance regarding the position and the search process.
- Assist with the development and placement of print and online advertisements in *The Chronicle of Higher Education* along with other state and national media, publications, and websites.
- Work with the public information/human relations office to design a web page for the College website containing important information about the search.
- Prominently feature the position and place a link on acctsearches.org, a dedicated national search website.
- Nationally broadcast the position electronically to a diverse community of over 14,000 community college and university administrators, as well as government, military, and business and industry leaders who have shown interest in community college leadership.
- Utilize social media for professionals, such as LinkedIn.

Recruitment of Candidate Pool

ACCT will...

- Work to identify excellent candidates representing diverse backgrounds through a broad marketing and communication strategy, including, but not limited to, personal recruitment, social media, and national advertising.
- Directly contact potential candidates and strengthen the pool by recruiting candidates who have a proven track record of success and who fit the Presidential Profile.
- Prominently feature the position and actively recruit at national gatherings/meetings including the American Association of Community Colleges (AACC) Annual Meeting and Presidents' Academy, American Council on Education (ACE) Fellows Program, African American Presidents' Roundtable, National Conference on Race and Ethnicity in American Higher Education (NCORE), and other appropriate higher education gatherings, conferences, and meetings.
- Solicit nominations and applications through outreach to higher education leaders and ACCT's large database of potential candidates.
- Determine interest and seek nominations through direct correspondence to presidents, chancellors and senior staff at community and technical colleges.
- Feature the search on the College website and the ACCT dedicated searches website for the duration of the search.

Facilitation of Application Review by Search Committee Members

ACCT will...

- Utilize a confidential application review portal customized to the needs of the search, which will allow Search Committee members to securely access applications anywhere and at any time during the review period.
- Provide Search Committee members with individual portal log-in credentials to ensure the confidentiality of the review process.
- Provide technical assistance with a high level of responsiveness.

Candidate Evaluation and Screening

ACCT will...

- Facilitate the discussion with the Search Committee in the review and evaluation of applications and the selection of semifinalist candidates.
- Provide the first review of applicant curriculum vitae and resumes, and forward to the Search Committee.
- Facilitate interviews of top candidates with the Board of Trustees.
- Provide assistance in semifinalist and finalist interviewing (semifinalists can interview in-person or via videoconference). This includes working with the institution on logistics and assisting the Board and Search Committee on the drafting of appropriate interview questions.
- Conduct webcam tests with all candidates prior to videoconference interviews. ACCT has a guide that can be shared with candidates on preparing for videoconference interviews.
- Assist with logistics and facilitate campus visits for candidates selected as finalists.
- Assist the Board with a site visit to the final candidate's current campus.
- Provide oral in-depth reference reports on final candidates to the Board.

Facilitation of Appointment

ACCT will...

- Provide the Board of Trustees with up-to-date information on finalist contracts and compensation packages.
- Work with the Board to present candidates to the public.
- Work with the Board to extend job offer to the top candidate or successive top candidates.
- Work with the Board to negotiate, facilitate and finalize the offer acceptance for the hiring of the new president.
- Provide expert advice and a plan for successful transition of the new president.

Our promise to North Idaho College: ACCT will work with the Board until a placement is made. In the event of employment termination for cause of the selected candidate within one year for reasons that should have been identified by ACCT during the search assignment, ACCT will redo the search with no additional search fee. However, the College will be responsible for travel costs, reference reports, etc. that are involved with the subsequent search.

ACCT will neither recruit nor invite, for a minimum period of three years, candidates that we have successfully placed.

Reference Reports

In-depth summary reference reports are developed on all final candidates and presented orally to the Board. In conducting in-depth reference checks, ACCT's reference consultants will speak directly with individuals who are now, or who have been in the recent past, in a particularly good position to observe and evaluate the candidate's performance. In-depth summary reference reports include information obtained from supervisors, direct reports, and colleagues from current and previous institutions, and include individuals who are not on the candidate's own list. Candidates' qualifications and achievements are examined in relation to the specified requirements of the position. These references and evaluations are combined to provide frank, objective appraisals.

Responsive Communication

One of the ACCT search's primary ingredients for success in the search process is communication. Regular progress reports are drafted by the ACCT Searches Team on behalf of the Board and distributed by the Search Liaison to internal and external constituents via the College website. The ACCT Searches Team also communicates with the Board Chair by telephone on a regular basis.

ACCT will notify applicants of their status at each step in the process and will notify semifinalists and finalists of their selection. Candidates selected as semifinalists and who will be interviewed are contacted and their formal permission to contact references is obtained.

At the completion of the search, all the semifinal candidates receive a personal thank you, and members of the Board receive an evaluation form with which they provide feedback on ACCT's search services. ACCT handles all contact with the candidates until a final candidate is selected. Formal rejection letters are generally not sent until the successful conclusion of the search. At the completion of the search, all applicants are informed about the outcome.

Confidentiality

ACCT understands that maintaining sensitivity and confidentiality is a critical part of a successful search, and we emphasize its importance throughout the search process. All individuals involved in the provision of search services for ACCT, including search and reference consultants, are pledged to honor the ACCT confidentiality policies, to respect the confidentiality of College information, and to protect each candidate's personal and professional goals and current position. In an ACCT search, unless mandated by state Sunshine or Open Information laws, the

confidentiality of a candidate is maintained until the candidate agrees to return to the institution as a finalist.

Candidate Recruitment

ACCT has a broad scope of experience successfully conducting a range of executive level searches. We will work to identify excellent candidates representing diverse ethnic and cultural backgrounds through a broad advertising and communication strategy. ACCT will advise the College with marketing strategies and recommends that North Idaho College utilize the following national recruitment activities:

- **Personal Recruitment:** One-to-one confidential outreach to outstanding candidates including prominent community college leaders by ACCT. ACCT has longstanding relationships with the American Indian Higher Education Consortium, the National Council on Black American Affairs, the National Community College Hispanic Council, the American Association of Women in Community Colleges, and the American Council on Education's Center for Advancement of Racial and Ethnic Equity and Office of Women in Higher Education.
- **National Advertisements:** The Chronicle of Higher Education, Community College Week, Asian Pacific Careers, the AACC Times, Hispanic Outlook in Higher Education, Diverse Issues in Higher Education, and Asian Week.
- **Mailings (if requested by College):** A formal request for nominations and the Presidential Profile materials will be sent to national and regional sources identified by ACCT. ACCT utilizes its relationships with districts, community colleges, and other higher education institutions to ensure the broadest possible recruitment efforts.
- **Web Listings:** The announcement of the position would also appear on the internet via ACCT's and the College's home pages, and various educational job posting sites. ACCT will also broadcast the search via email to an extensive database of over 14,000 higher education leaders.

ACCT ensures that its recruitment strategies are respectful to the confidentiality of all potential candidates as well as the institutions involved.

Engaging Passive Applicants vs. Active Applicants

ACCT is focused on actively recruiting a highly competitive and diverse candidate pool. Some of the best candidates do not apply unless they are privately encouraged to review the position profile and submit an application. Recruitment is a multi-faceted approach, advertising in national publications is important, but one-to-one outreach is as important, or perhaps even more important, to cultivating a strong, rich, diverse, and competitive applicant pool.

PROPOSED TIMELINE FOR A COMPREHENSIVE SEARCH

The ACCT search process is designed to engage key constituencies while progressing in a prompt, efficient, and confidential manner. Below is a possible **draft** search timeline option showing when specific elements in the search process could be completed, which deliverables could be provided, and how key constituencies would be engaged. ACCT will assist in the development of a final search timeline customized for the needs of North Idaho College.

Mid-November 2021	<ul style="list-style-type: none">- ACCT Searches Team facilitates a series of open public forums to solicit input for the development of a Draft Presidential Profile (staff, faculty, students, administrators, and community members are invited to attend); electronic survey distributed to solicit feedback for the Draft Presidential Profile- Presidential Search Committee Meeting (#1) – Training, orientation, and Committee to review and edit the Draft Presidential Profile- Special Board Meeting – Discussion of the search process and Board to edit, review and approve the Presidential Profile
Late November 2021 November 2021	Presidential Profile posted on nic.edu and acctsearches.org Local, state-wide, and national one-to-one recruitment commences; national advertising placed
Mid-February 2022	Target Date for Receipt of Applications (open until filled)
Late February 2022	Presidential Search Committee members review confidential applications independently on ACCT secure web portal
Early March 2022	Presidential Search Committee Meeting (#2); Discussion and selection of 7 - 9 semifinalist candidates
Mid-March 2022	Presidential Search Committee Meeting (#3); Confidential interviews with semifinalists (in-person or virtual interviews). After the final interview, the Committee deliberates and selects 3 – 5 finalists to forward to the Board for further consideration
Late March 2022	Final candidates interview with the full Board, tour campuses, participate in open public forums, meet with direct reports; week concludes with Board deliberation; Board selects first-choice candidate
Early April 2022	Board conducts a site visit to the first-choice candidate’s institution; optional but strongly recommended
Mid-April 2022	Board of Trustees announces the next President of North Idaho College

July 1, 2022

Start date of new president or as agreed upon by the President-elect and Board of Trustees

TECHNICAL APPROACH

The ACCT Searches Team will work with the Board of Trustees to provide a plan that is customized to the needs of North Idaho College’s presidential search.

	Tasks	ACCT Services/Deliverables	Activities
<u>North Idaho College Board of Trustees</u>	<ol style="list-style-type: none"> 1. Define process for conducting search 2. Review and approve Presidential Profile 3. Conduct final interviews, review background information, visit campus of final candidate 4. Select, negotiate contract, and make appointment of new president 	<ol style="list-style-type: none"> 1. Assist in defining steps, timeline, approach for search, and be available to the Board 2. Coordinate calendar of activities with the Board 3. Keep Board Chair informed 4. Provide Board with draft Presidential Profile 5. Provide search advice 6. Provide contract & compensation advice/information 7. Provide extensive background information – oral report 8. Provide advice on public/press announcements 	<ol style="list-style-type: none"> 1. Board Meeting 2. Issue a report to the College 3. Approve Presidential Profile 4. Receive regular reports at meetings of the Board 5. Conduct final stage of search, including interviews of finalists, campus visit of final candidate (optional) 6. Negotiate contracts 7. Make appointments
<u>North Idaho College Internal Constituents</u>	<ol style="list-style-type: none"> 1. Provide input on Presidential Profile 2. Make nominations 3. Participate in open public forums for final candidates 	<ol style="list-style-type: none"> 1. Prepare draft Presidential Profile 2. Accept nominations and comments by email from all College constituencies 3. Provide advice on format and visit of final candidates 4. Prepare monthly progress report to keep the College informed 	<ol style="list-style-type: none"> 1. Hold public open forums 2. Post Presidential Profile and contact information on College’s and ACCT’s web pages 3. Host campus visits 4. Provide input to Board on all candidates
<u>Search Committee</u>	<ol style="list-style-type: none"> 1. Review the Presidential Profile 2. Review applications, interview candidates and recommend candidates to Board 3. Maintain confidentiality 	<ol style="list-style-type: none"> 1. Work closely with the Board/Search Committee 2. Provide search process training 3. Suggest format for reviewing, rating, and discussing all applications 4. Recommend semifinalists 5. Assist with interview questions 	<ol style="list-style-type: none"> 1. Review and rate confidential applications 2. Select semifinal candidates 3. Interview semifinal candidates (confidential interviews; conducted in-person or via videoconference)
<u>Search Liaison</u>	<ol style="list-style-type: none"> 1. Assist with preparation for all tasks in coordination with ACCT Searches Team 2. Arrange all meetings 3. Distribute progress reports 4. Coordinate visits to campus 	<ol style="list-style-type: none"> 1. Provide guidance on all aspects of the search 2. Maintain regular contact with the Search Liaison and work closely in preparation of correspondence, reports, files 	<ol style="list-style-type: none"> 1. Handle logistics for all meetings and visits to the campus 2. Distribute regular progress reports 3. Post position on web page 4. Post advertisements

	5. Provide support to the Board Chair and full Board	3. Communicate with all candidates or follow up on nominations 4. Process applications	5. Assist with travel for all candidates
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ACCT SEARCHES TEAM

ACCT Searches has a highly qualified team of experts dedicated to supporting North Idaho College in its presidential search.

Principal



Julie Golder, J.D., Vice President of Search Services, has led over 100 senior executive searches for community and technical colleges throughout the country. Julie provides oversight for ACCT’s searches, assists with recruitment efforts, manages reference reports, and provides support to ACCT’s Search Consultants. Before joining ACCT, Julie served as a law clerk for the U.S. Senate Finance Committee. She received a Bachelor of Arts in communications from the University of Central Florida and a Juris Doctor from the University of Montana’s School of Law.

Lead Search Consultant

The role of the ACCT Lead Search Consultant is, in part, to facilitate the development of consensus throughout the search. The ACCT Lead Search Consultant responds to the support services needed for the presidential search for NIC, tailoring the process to accommodate individual circumstances. The Consultant works closely with the Board of Trustees and Search Committee to outline an overall process, set a timeline, and keep all constituencies consistently informed.

The ACCT Lead Search Consultant will make three visits to the College. These three on-site visits typically cover 4-5 days total. Site visits to the institution for a presidential search may include:

- Initial meeting with the Board of Trustees for guidance on process, timeline, etc.
- Facilitation of an initial meeting of the Search Committee to orient members to each other and to their roles and responsibilities.
- Conducting open forums: gathering information from interviews and discussions with key internal and external constituencies to help develop a comprehensive Presidential Profile.
- Facilitation of discussion in reviewing applications and selection of semifinalists.

- Provision of assistance in semifinalist and finalist interviewing, i.e. facilitation of interviews of top candidates with the Board of Trustees.
- Preparing/presenting a candidate summary report and evaluation and recommending those candidates most clearly qualified. Summary reference reports are developed on all final candidates and are presented orally to the Board of Trustees.

ACCT maintains a team of expert consultants to assist with executive search services. Recommended Lead Search Consultant:



Bradley J. Ebersole, Ph.D., has had a 41-year career in community college education that culminated in a six- year tenure as president at Washington State Community College, Ohio. During his career Ebersole, himself a community college graduate (1973), taught sociology, held positions in workforce development, was part of a team of administrators that started a new community college (Carroll Community College, Md.), and was instrumental in the movement to consolidate three community colleges into a single system at The Community College of Baltimore County. As vice chancellor for academic affairs at Baton Rouge Community College (BRCC) he was engaged in leading a mid-sized college of 8,000 students in a time of exponential enrollment growth of 30%. Twice

in his career, once as vice chancellor for academic affairs at BRCC and again as president at Washington State Community College, Ohio, he was charged with strategically implementing significant improvement of campus climate and organizational culture. Dr. Ebersole is a certified mediator, has provided training in conflict resolution, and has significant expertise and experience in international education. He has lived and taught outside of the US for three years, primarily in Japan and Europe.

While serving as college president in Ohio Dr. Ebersole was voted as chair-elect of the Ohio Association of Community College's (OACC) President's Council, and served on several commissions of the American Association of Community Colleges (AACC). He was a member of the search committee for the OACC president, and was engaged in the establishment of an innovative student success funding formula as directed by the governor of the state of Ohio. Throughout his career he has assumed a variety of leadership roles.

For an institution involved in an executive search or board development, Dr. Ebersole, as a former community college student and president, brings in-depth understanding regarding the mission and operation of community colleges. He thoroughly understands the complexities of president and board communication, the imperative to effectively integrate diverse personalities, and the means to articulate well defined president and board roles. He has consistently demonstrated success at garnering support and confidence of a faculty, staff, and community. His personality

as a listener, mediator, and problem solver has proven to serve well in the process of recruiting, identifying, and securing the right fit in a presidential search.

Dr. Ebersole currently serves on the board of a university foundation, and is past president of a Rotary club. As a consultant for the Association of Community College Trustees Dr. Ebersole has successfully facilitated community college president searches and is actively leading board development retreats throughout the country. Ebersole has a residence in northern North County San Diego, California.

Additional consultants are available upon request.

ACCT Searches Support Staff



Andrew Laine, J.D., Association Counsel, provides support on preparing search proposals and contracts, as well as managing vendor certification requirements, tracking search agreement deliverables, and overseeing execution of search services contracts. Prior to joining ACCT, Andrew served as a legislative fellow with the Council of the District of Columbia. He received a Bachelor of Arts in Political Science from the State University of New York at Geneseo and a Juris Doctor from The George Washington University Law School.



Abby Kindle, Search Services Associate, provides wide-ranging support for ACCT's executive searches. Prior to joining ACCT, she served in various capacities at HealthForce of VA, Inc., a medical staffing agency in Richmond, Virginia, including recruiting, scheduling, office managing, onboarding and credentialing, and assisting with payroll. Abby holds a Bachelor of Arts in Asian Studies from Randolph-Macon College.



Kory Kinman, MPA, Search Services Associate, provides wide-ranging support for ACCT's executive searches. Prior to joining ACCT, he served as a human resources assistant for Ivy Tech Community College in Indiana. Kory received a Master of Public Administration from the University of Southern Indiana, and a Bachelor of Arts in English from Indiana University-Bloomington.

Reference Consultants

ACCT also maintains a seasoned team of reference consultants to assist with confidential reference checks and background investigations. In-depth summary reference reports are

developed on all final candidates and presented orally to the Board of Trustees. ACCT's reference consultants will speak directly with individuals who are now, or who have been in the recent past, in a particularly good position to observe and evaluate the candidate's performance.

FEE STRUCTURE

ACCT's fee and expense structure is cost-effective and considers the ethical and judicious use of public funds. **The ACCT search fee is \$ 37,500 plus consultant travel expenses, for a comprehensive, full-service search, and provision of all services outlined in this proposal.**

Detailed Services Included in the Comprehensive ACCT Search Fee (\$37,500):

- **Search Approach Services**
 - All services outlined in proposal.

- **Recruiting Services**
 - Provide one-on-one, focused recruiting of high-caliber candidates.
 - National communications strategy and advertising campaign, national exposure of the presidential search on the ACCT Searches website: acctsearches.org. **Cost of placing advertisements is not included in ACCT search fee;** see "Possible Additional Expenses" table below.
 - Prominent promotion of the search at national higher education meetings.
 - Promotion on professional social media sites such as LinkedIn.

- **ACCT Searches Team Accessibility**
 - Experienced ACCT Searches Team.
 - Three site visits by the ACCT Search Consultant to the College (either in-person or virtually). Please note: Search Consultant on-site visits beyond the three identified will be billed at an additional \$3,000 per visit, plus travel expenses.
 - Unlimited availability on an ongoing basis (telephone, email, etc.).
 - Videoconferencing as requested.

- **Technical Assistance**
 - Process candidate applications.
 - Assist with search organization and timeline development.
 - Develop candidate recruitment, evaluation, screening, interviewing, and site visit materials.
 - Develop search process materials for each step in the search.
 - Work closely with College staff.
 - Group applications into three groups: "A" Applicants, "B" Applicants, and "C" Applicants (if desired by the College)

- **Background Reference Reports**

- Provide oral in-depth summary reference reports on up to three final candidates. In-depth summary reference reports on more than three final candidates will be billed at a rate of \$1,300/candidate, plus teleconference and overnight mail charges.
- Provide up to three (3) candidate credit, civil, and criminal background reports using HireRight (each additional HireRight report will be billed at \$1,000/candidate).

Not included in ACCT’s Search Fee:

- **The cost of advertising and placing ads**
- **Candidate and consultant travel expenses**

Possible Additional Search Expenses

Depending on the search process decisions of the Board of Trustees, the following are **possible additional** search expenses (not included in the base ACCT search fee):

Activity	Estimated Costs
Profile Brochure Mailing: Profile Brochure/Letter regional mailing (first class)	\$1,000
Semifinal Candidate Travel: Six to Eight Semifinal Candidates at \$500-700 each (no cost if using video)	\$3,000-7,000
Final Candidate Travel: Three to Four Final Candidates/Spouses at \$500-700 each	\$1,500-3,500
Position Announcements (Advertising): National Regional/Local	\$5,000-9,000 \$1,000
Search Committee Incidentals: Refreshments/Meetings, etc. Travel Reimbursement Hotel Meeting Space for Candidate Interviews	\$500 \$200 \$700
Visit to Final Candidate's Current Institution	\$700

CONTINUING SUPPORT FOR NEW PRESIDENTS

ACCT is committed to the success of the new president of North Idaho College even after the search is completed. To support a successful tenure, ACCT will reach out to the Board Chair for three-month and six-month “check-ups” to assess how the new president is meeting the expectations of the Board and College, as well as determine how ACCT can potentially be of further support in establishing an effective Board-CEO relationship.

ACCT also offers an optional transitional retreat service, three to four months into the tenure of a new president. This transitional retreat is designed to provide the Board with valuable information on presidential on-boarding best practices.

SERVICE GUARANTEE

The ACCT search process is designed to respond to the selection and support services needed for executive searches for North Idaho College. The process ensures a commitment to integrity, confidentiality, and clear communication. The Board of Trustees and Search Committee can be assured that ACCT’s search process is comprehensive and works to meet the needs of the College and community. Thank you for allowing ACCT to submit this proposal to North Idaho College. If you have any questions on the proposal, please contact:

Julie Golder, J.D.
Vice President of Search Services
Association of Community College Trustees
1101 17th Street NW, Suite 300
Washington, DC 20036
(202) 384-5816 (Mobile) | jgolder@acct.org



NORTH IDAHO COLLEGE

**REQUEST FOR INFORMATION
PRESIDENTIAL SEARCH FIRMS**

**GOLD HILL ASSOCIATES
PROPOSAL**

OCTOBER 2021

"We have developed an extensive network of community college professionals across the country. This network is especially beneficial in recruiting exemplary candidates."

"We specialize in and work exclusively with community college searches. To date, we have completed over 150 successful community college executive leadership searches."



October 20, 2021

Karen Hubbard
Chief Human Resources Officer
North Idaho College
100 West Garden Ave.
Coeur d'Alene, ID 83814

RE: Request for Proposal: Presidential Search Firm

Dear Ms. Hubbard:

Thank you for the opportunity to submit a proposal to provide search services for North Idaho College's President. Given Gold Hill Associates' commitment to community colleges and our outstanding record of success in facilitating executive leadership searches, I believe we are uniquely prepared and positioned to assist your College. To date, we have successfully completed over 150 searches nationwide.

As a firm dedicated exclusively to community colleges, our experience in this arena is unsurpassed by any search firm. We were founded in 1990. Our many years of experience have enabled us to develop an extensive network of community college professionals, which has proven to be valuable in recruiting qualified candidates for positions, for discreet pre-screening of semi-finalists, and for comprehensive reference checking of final candidates. In particular, Gold Hill has an outstanding record of recruiting a diverse pool of excellent candidates for college leadership positions.

Our proven process features inclusion of a college's internal and external constituencies, ensuring that the key leadership and the final decision is the province of the college Board of Trustees. Each of our professional associates, who are our only search consultants, has served in community college presidencies and other positions of leadership. This extensive experience and expertise

ensure that each search is advised by a professional who has first-hand and relevant working knowledge and experience that contribute to the efficiency and effectiveness of the presidential search process.

Gold Hill provides the search with the necessary guidance throughout the search process. We take pride in the amount and quality of assistance and communication we will provide your search committee, your Board and the staff we will work with at every stage of the search process. The community college executive search is our business. We bring information and recommendations on every step of the search process, and most importantly, information on the candidates. This information will be critical to your search and will guide you throughout the process toward a successful outcome. We will be available to your Board and search team round the clock.

The firm's search fees and expenses are reasonable and competitive with any professional search firm in the country. In addition, Gold Hill Associates guarantees satisfaction with our searches. If your Board or search committee is not satisfied with the final candidates, we will re-do the search and not accept a fee. In addition, if for any reason your new leader leaves before the end of his or her first year with you, we will repeat the search at no cost to you. We believe that we are the only search firm that makes such guarantees.

At Gold Hill Associates, we provide each search with full attention. We work for the college's Board of Trustees, in the best interests of the College. The opportunity to serve North Idaho College would allow us to apply our skills and knowledge to your service area. We are flexible and will collaborate with you to customize our process to meet your specific needs.

We look forward to hearing from you about the potential for entering into an agreement with you to support your search process for President. Thank you for your consideration.



Preston Pulliams, Ed.D., President

Gold Hill Associates

1065 Stigger Road

Jackson, Mississippi 39209

Ph. 503-704-3425

Email: preston@goldhillassociates.com

Website: <http://collegepresidentsearch.com>

**NORTH IDAHO COLLEGE
REQUEST FOR PROPOSAL
PRESIDENTIAL SEARCH FIRM**

**PROPOSAL
GOLD HILL ASSOCIATES**

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NORTH IDAHO COLLEGE

**REQUEST FOR INFORMATION
PRESIDENTIAL SEARCH**

**GOLD HILL ASSOCIATES
PROPOSAL**

CONTACT:

**Preston Pulliams, President
Gold Hill Associates
1065 Stigger Road
Jackson, Mississippi 39209**

Phone/fax: 503-704-3425

Email: preston@goldhillassociates.com

Website: <http://collegepresidentsearch.com>

While Gold Hill Associates has not sought nor obtained official certification, the firm is nonetheless a small and minority owned business.

A. Introduction to Gold Hill Associates

Gold Hill Associates is an established national higher education search firm that was formed in 1990 by the late Bob Barringer. Dr. Barringer wanted to offer community colleges an alternative to what was available in terms of presidential search firms. The company was and continues to be dedicated to serving the executive search goals of the nation's community colleges. Rather than using organizational staffers, who were at the time serving as the search consultants in other firms, Dr. Barringer wanted and thus recruited successful community college presidents to assist college and system boards with this critical work. The use of college presidents to support community college executive searches continues as the hallmark of Gold Hill Associates today. The firm's structure is simple, led by its President, Dr. Preston Pulliams, and is supported by five highly experienced and professional search consultants, who are assigned to active searches depending on the nature of the search, its location, and its timeframe.

Dr. Preston Pulliams is a highly respected community college educator and leader. Dr. Pulliams and the Gold Hill team understand community colleges and the skills and experiences required that make an effective college leader – and they understand this from first-hand knowledge. Drawing upon the talents of six distinctly qualified recruiting associates, all retired or acting college presidents, allows us to provide each institution we serve with knowledgeable and complete attention. To date, Gold Hill Associates has assisted urban, suburban and rural community college and multi-district college boards with over 150 successful executive searches, including presidents, vice presidents, deans, chancellors and vice chancellors.

B. Capabilities and Uniqueness

Gold Hill Associates is distinctive in its priorities and approach to the executive search process, in contrast to other industry search consultants. Specifically:

- We are the most comprehensive independently owned community college presidential search firm in the United States.
- We specialize in community colleges and focus exclusively on community college executive searches.
- Our all-inclusive team approach to the search respects the role of the Board, with input from a variety of constituents, and guarantees success without losing sight that the ultimate decision is the Board's. We serve the College exclusively, not candidates.
- Our search professionals have been community college presidents, bringing first-hand knowledge and support to the search process.
- We have extensive access to a nationwide pool of highly qualified prospective candidates and selectively draw upon this pool, in addition to our own database. Our broad network has enabled us to be highly successful in recruiting a diverse candidate pool.
- Sensitive to local needs and systems, our search professionals adapt to meet individual college and state requirements, cognizant of the budget constraints of the institution.
- The search process and procedures have been well-honed as the result of long and extensive experience.
- Our search process is designed to be effective and cost-efficient. Our track record of success supports this assertion.
- At the conclusion of the search process, if the Board of Trustees or search committee is dissatisfied with the choice of final candidates, we will re-do the search until there is satisfaction with the candidate pool, and we will not accept a fee. Furthermore, if your newly appointed leader leaves the position, for any reason, within a year, we will repeat the search and not charge a fee. These are our guarantees, which we believe are not generally offered by other search firms.

C. Record of Success

Unsurpassed experience: Gold Hill is solely dedicated to community and technical college presidential and executive level leadership searches. One would be hard pressed to find a search firm with more successful experience than ours.

A strong record in recruiting candidates: Recruitment is the most crucial aspect of the search. Due to our experience in searches across the country, Gold Hill has built an extensive network of professionals – successful sitting presidents, vice presidents, and other college executives who are ready for the move to another senior level leadership role and upon whom we can call to recruit for positions. Often potential candidates are content and successful in their current position and are not responding to ads. We recognize the importance of recruiting these candidates, selling your institution to qualified individuals. When you check with the colleges that Gold Hill has served, you will find that we have often personally recruited the final candidates.

Guidance throughout the search process: Our firm takes pride in the amount and quality of guidance and communication we will provide your search committee at every stage of the search process. The community college executive search is our business. We bring recommendations on the search process, the calendar, profile development, advertising and promotion of your position, the interview process, and, most importantly, information on candidates. This information will be critical to your search and will guide you throughout the process toward a successful outcome. We will be available to your Board and search committee seven days a week, days and evenings as needed.

Competitive costs: Our search fees are competitive with any professional search firm in the country. With our many years in community colleges, we are especially cognizant of a college's institutional costs and limitations. Our procedures are designed to be successful and as cost-effective as possible.

HR Compliance: Gold Hill's search consultants will endeavor to keep your search committee in contact with your Human Resources Department so they will remain informed of HR compliance and college diversity programs, and be considerate of race, gender, age or other protected status when making the final candidate selections.

D. Gold Hill Associates Search History 2015-2021

Gold Hill Associates' track record speaks for itself. Multiple searches in a state result from referrals and our reputation for successful searches. Searches completed between 2015 and 2021 include:

- Alvin Community College (Alvin, TX)
- Asheville-Buncombe Technical College (Bend, OR)
- Ashland Community and Technical College (Ashland, KY)
- Austin Community College (Austin, TX)
- Bellevue Community College (Bellevue, WA)
- Blinn Community College (Brenham, TX)
- Blue Mountain Community College (Pendleton, OR)
- Butler Community College (El Dorado, KS)

- Butte College (Orville, CA)
- Casper College (Casper, WY)
- Central Oregon Community College (Bend, OR)
- Clackamas Community College (Oregon City, OR)
- Clatsop Community College (Astoria, OR)
- College of the Mainland (Galveston, TX)
- Columbia Gorge Community College (The Dalles, OR)
- Cuyahoga Community College, Eastern Campus (Cleveland, OH)
- Cuyahoga Community College Metropolitan Campus (Cleveland, OH)
- Dodge City Community College (Dodge City, KS)
- Eastern Wyoming College (Torrington, WY)
- El Paso County Community College (El Paso, TX)
- Estrella Mountain Community College (Avondale, AZ)
- Everett Community College (Everett, WA)
- GateWay Community and Technical College (Florence, KY)
- Grand Rapids Community College (Grand Rapids, MI)
- Green River Community College (Auburn, WA)
- Highline College (Des Moines, WA)
- Hopkinsville Community College (Hopkinsville, KY)
- Jefferson Technical and Community College (Louisville, KY)
- Johnson County Community College (Overland Park, KS)
- Klamath Community College (Klamath Falls, OR)
- Lane Community College (Eugene, OR)
- Lee Community College (Baytown, TX)
- Lone Star College (The Woodlands, TX)
- Lone Star College – CyFair (The Woodlands, TX)
- Lone Star College – North Harris (The Woodlands, TX)
- Lone Star College District (Houston, TX)
- Mayland Community College (Spruce Pine, NC)
- Mesa Community College (Mesa, AZ)
- Mott Community College (Flint, MI)
- New River Community and Technical College (Beaver, WV)
- Northeast Lakeview College (Alamo Colleges District, San Antonio, TX)
- Northwest College (Powell, WY)
- Northwest Vista College (Alamo Colleges District, San Antonio, TX)
- Palo Alto College (Alamo Colleges District, San Antonio, TX)
- Paris Junior College (Paris, TX)
- Peninsula Community College (Port Angeles, WA)
- Portland Community College (Portland, OR)
- Rogue Community College (Grants Pass, OR)
- San Antonio College (Alamo Colleges District, San Antonio, TX)
- Santa Fe Community College (Santa Fe, NM)
- Seattle Central Community College (Seattle, WA)
- Skagit Valley College (Mount Vernon, WA)
- South Texas College (McAllen, TX)
- Southeastern Community College (Whiteville, NC)

- Southern West Virginia Community and Technical College (Mount Gay, WV)
- State Technical College of Missouri (Linn, MO)
- St. Louis Community College District (St. Louis, MO)
- Somerset Community College (Somerset, KY)
- Tarrant County College District (Fort Worth, TX)
- Temple College (Temple, TX)
- Tulsa Community College (Tulsa, OK)
- Umpqua Community College (Roseburg, OR)
- Western Kentucky Community and Technical College (Paducah, KY)

The following executive searches are underway with Gold Hill Associates. These searches are soon to be completed. They include:

- College of Southern Nevada (Las Vegas, NV) - President
- Kentucky Community and Technical College System (Versailles, KY) – System President
- Lone Star College System (The Woodlands, TX) - Kingswood Campus President
- Luna Community College (Las Vegas, NM) – President
- Michigan Community College Association (Lansing, MI) – President

E. Gold Hill Search Consultant

The following Gold Hill associate will lead the North Idaho College Presidential search: Dr. Preston Pulliams, Consultant and President of Gold Hill Associates. In the event the North Idaho College presidential search warrants additional assistance, Dr. Pulliams can call upon the five other Gold Hill consultants, all of whom have served as community college presidents and have significant experience conducting executive searches with Gold Hill Associates.

Dr. Preston Pulliams, President of Gold Hill Associates, will serve as the primary Gold Hill search consultant for the North Idaho College Presidential search. He was raised in Michigan, attended Muskegon Community College, Michigan State University, Western Michigan University, and the University of Michigan, where he earned his doctoral degree. He served for nine years as professor, counselor and dean of students at Muskegon Community College in Michigan. Dr. Pulliams retired after a successful nine-year tenure as District President of Portland Community College in Portland, Oregon. He has served as Vice Chancellor for Community Colleges for the SUNY System Administration, where he coordinated and directed the activities of the 30 community colleges in the SUNY System. Prior to joining the SUNY System, he served as President of Orange County Community College in Middletown, New York from 1997 to 2003, and has served as a community college president in Michigan. He became President of Gold Hill Associates in 2011 and has served as search consultant for diverse executive positions and institutions, especially those in the Southern United States region.

Dr. Pulliams' resume is attached to this proposal.

F. Client Reference List

1. Kentucky Community and Technical College System, Versailles, KY

Jackie B. Cecil, System Director of Human Resources

Mobile: 859-256-3384

Email: Jackie.cecil@kctcs.edu

(Searches for System Chancellor and senior officers)

2. Temple College, Temple, TX

Katie Burrows, Chair, Board of Trustees

Mobile: 214-718-3751

Email: klrburrows@gmail.com

(Search for College President)

3. Tulsa Community College (Tulsa, OK)

Dr. Leigh Goodson, President

Office: 918-595-7868

Email: leigh.goodson@tulsacc.edu

(Searches for Vice President of Academic Affairs, Vice President for Student Affairs, and Vice President for Diversity)

G. Recruitment Process

Overview of the Executive Search Process

In its dealings with the various parties involved in the search process, on and off campus, whether the assigned Gold Hill professional associate is working with the process locally or remotely, we take a hands-on approach, providing direct support to the individuals and groups involved, whether the Board, Search Committee, the search liaison or the human resources staff. Since your goal and ours is a successful outcome to the search, goal achievement will be increased through the application of our extensive expertise and resources at all levels and benchmarks. This occurs while respecting and being sensitive to the independent roles each party brings to the process. We will be with you from the start, when the search is confirmed, to the finish, when the choice is confirmed. Our proven process works!

- a. Our proprietary marketing process has a competitive advantage over other search firms.
- b. Our task is to make the process open and inclusive without losing sight that the ultimate selection of a president is the responsibility of the Board of Trustees.

Search Methodology

In brief, the following steps characterize Gold Hill's approach:

- a. **Work with constituencies** to establish needs and priorities for the position.
- b. **Work with the search committee** to develop a search profile for the position, which is recommended to the Board for approval.
- c. **Collaborate with the public information and human resources offices** in developing advertisements, brochure and website.
- d. **Recruit outstanding candidates** for the position. The need for extensive and intensive recruiting is often one of the most overlooked aspects of the search. The best candidates are not perusing the trade publications looking for jobs. Recognizing that advertising the position is not enough, we personally recruit individuals who are successful, effective leaders.
- e. **Screen applicants** and make recommendations to the Board and search committee for 15-20 qualified candidates. Our experience serves committees well as they narrow the pool.
- f. **Work with the search committee to narrow the list of candidates to 7-8 semi-finalists** for preliminary interviews (off campus, or by remote call) and discreet reference checking.
- g. **From the list of semi-finalists, work with the search committee and the Board to select 3-5 finalists** to be interviewed on campus (or remotely, depending on conditions).
- h. **Perform thorough background and reference checks of finalists.** We share everything we know with the Board so there will be no surprises at the end.
- i. **Work with the search liaison to arrange an interview process for finalists.** This is an inclusive interview process for each candidate that allows all relevant constituents – faculty, staff, administrators, students and community – to meet the candidates and provide feedback to the Board and search committee.
- j. **Ensure, working closely with Human Resources and the college's diversity officer, that the college is compliant with its affirmative action procedures and diversity plan.**
- k. **Provide regular updates regarding the status of the search** to the Board and search committee.
- l. **Communicate** regularly with the candidates.
- m. **Assist in any way necessary** such as provide sample interview questions, assist with negotiating a contract, etc. We are available continually throughout the process.

An important support role is played by the **Search Liaison** that is appointed to work with the Gold Hill consultant. He or she will provide information on the college for the job description, profile characteristics, advertisements, search web page and brochure production. This important support person will collaborate on placement of advertising, receiving and maintaining a database of applications for search committee and Board review (unless performed by the consultant), committee and Board and campus correspondence, committee and interview scheduling, arranging interview and interviewee logistics, and providing the consultant with occasional work space and access to needed resources, information and assistance.

Roles and Responsibilities

Gold Hill Associates' recommended search procedures have a proven track record of success and our basic procedures work very well. However, our processes can be modified and easily adapted to accommodate any specific requirements of the College, Board, and search committee. The depth of how well we understand the work involved with an executive search, the college environment, and the roles of the Board and search committee and consultant is demonstrated below.

In the case of North Idaho College, the Gold Hill consultant will recognize and be highly responsive to the unique circumstances and dynamics that will impact the search process. In particular, the COVID-19 challenges will necessitate the examination and incorporation of safety considerations, the College's response, and State policies and directives.

Responsibilities of the Board of Trustees

1. Appoint the search committee and a search liaison;
2. Review periodic updates on the search progress;
3. Approve the profile criteria, the calendar timeline and benchmarks;
4. Read the candidates' applications, especially those recommended by Gold Hill;
5. Consider the recommendations of the search committee and approve a semi-final and final list of candidates;
6. Review the candidate background and reference reports;
7. Interview the finalists;
8. Make the final hiring decision;
9. Offer and facilitate approval of a contract and announce the decision.

Responsibilities of the Search Committee

The makeup of the search committee is at the discretion of the Board and generally is comprised of representatives of the various constituent groups (faculty, students, staff, etc.) that have direct and indirect interaction with the position of President. It is recommended that representatives of the community be included. The search committee is a recommending entity and makes its recommendations to the Board, which makes the final decision.

The committee's role includes:

10. Understand and articulate the needs of the college from the perspectives of its constituencies;
11. Develop the search criteria, position profile and search calendar (with the assistance of the consultant) for the Board's approval;
12. Read and rate the applications, select 15-20 candidates with the assistance of the search consultant; select 7-8 semi-finalists for preliminary interviews;
13. Conduct preliminary interviews of semi-finalists and recommend 3 to 5 finalists for the Board's consideration for on- (or off-) campus interviews;
14. Participate in the finalists' interview process, whether as part of a search committee interview or as a member of individual constituency groups, as the Board prefers.

Responsibilities of the Consultant

Recruitment is the most important aspect of the search consultant's responsibilities. We seek candidates through formal and informal networks around the country, our Gold Hill college leaders prospect database, and through personal recruitment. Gold Hill's associates have, through many years in the field of community college leadership, developed extensive networks and contacts with presidents and high-level administrators across the country. This allows us to recruit top-quality candidates.

A summary of the consultant's role includes:

15. Seek qualified candidates through professional organizations and associations, and personal recruitment. Many of our prospective candidates are Aspen Fellows, Future Leaders Institute graduates (American Association of Community Colleges), and participants in the Leadership Institute of the American Council of Education;
16. Actively recruit candidates who are successful sitting professionals; we personally call potential candidates and send personally addressed email messages inviting a broad and carefully selected group of qualified leaders to apply for your position;
17. Work with the college's Human Resources and public information offices to ensure that advertisements are sent to *The Chronicle of Higher Education* and other strategic

publications, and to ensure that the search is regularly updated on the college's website;

18. Receive and review applications; distribute to the search committee; and maintain a database;
19. Read and evaluate all applications and correspondence;
20. Perform preliminary and discreet reference checking for 15-20 qualified candidates selected by and recommended by the consultant to the search committee;
21. Work with the search committee to select a list of 7-8 recommended semi-finalists; present to the Board for review and recommendations for an off-campus interview (conference video call, airport, etc.);
22. Perform background (criminal and credit) checks and employment and degree verification. (This procedure is often handled by the institution's HR office via institutional linkages);
23. Check with semi-finalists to confirm their continued interest in the position, as we do with candidates at each stage of the process;
24. Participate in preliminary semi-finalist interviews with the search committee;
25. Work with the search committee to select 3-5 recommended finalists; present to the Board for approval;
26. Complete in-depth reference, media and background checks on finalists to be interviewed and report findings to the Board ;
27. Assist the search committee and the search liaison with developing the interview schedule, process, participants, logistics and questions;
28. Assist in the coordination of interviews and, if requested, participate in interviews and deliberations regarding final selection;
29. Assist the Board with contract negotiation if requested; follow up with candidates not selected.

H. The Search Chronology

North Idaho College is facing a unique set of circumstances in terms of the College's needs for a permanent President as quickly as possible and feasible. Ideally, a thorough presidential search requires approximately six months (exclusive of semester breaks). Timing is paramount to the success of a search. To attempt the search in a shorter amount of time may send a message to potential candidates that the search may not be open. On the other hand, drawing the search out over a lengthy period of time invariably leads to top candidates dropping out, often to take other

positions. A reasonably timed and thorough search effectively attracts excellent candidates. In this situation, the College ideally desires to have a new President seated by June 1, 2022 (July 1, 2022 at the latest.) It is possible to conclude a successful presidential search in four months, and Gold Hill Associates has facilitated numerous searches successfully under time pressure. A relatively condensed timeframe is conducted at the expense of two factors: reduced time to post the position and receive applications; and reduced time for the search committee to review applications and deliberate to select semi-finalists.

The following is a sequence of activities and a schedule that are recommended for conducting the search for President of North Idaho College:

- **End October 2021:** Search committee and a search liaison are appointed by the Board of Trustees; contract with search consultant is finalized;
- **Early November 2021:** Gold Hill Associates consultant speaks with members of the college's internal and external community to discuss the college's needs and ideas for leadership approach and priorities. This information will be shared at the first search committee meeting;
- **Mid-November 2021:** Board, search committee and search liaison meet with the Gold Hill consultant to determine the recommended search criteria and position profile that will describe the college's expectations of experience, skills and qualities required of the candidates. The job description is confirmed. A calendar of search steps and benchmarks are also developed. A closing date is established for receiving applications;
- **Mid-November 2021:** The Board reviews and approves the search criteria, materials and calendar;
- **End November 2021:** Copy for advertising is written and ads are placed in appropriate publications by the search consultant and the college's public information or Human Resources office. The college's website is also a primary tool to provide information about the search. A recruiting brochure is developed by the consultant and the college's public information office;
- **End November 2021 through Mid-January 2022:** Gold Hill recruits qualified candidates for the position. Our contacts with successful educational leaders throughout the country and our working knowledge of the community college will allow us to recruit individuals who are highly qualified and whose skills and experiences best match the College's needs;
- **End November 2021 through Mid-January 2022:** Copies of the applications are received electronically and maintained securely by Gold Hill Associates and are evaluated by the consultant and the search committee. Applications are forwarded to the search committee and Board electronically (by secured means) as appropriate;

- **End January 2022:** Gold Hill will provide the search committee with a list of 15-20 applicants we feel meet the established profile and who we believe would be a good fit for the College. All the applications are available to the Board and search committee, but we will screen the applications for minimum qualifications and against what we personally know about the candidates;
- **End January 2022:** The search committee works with the consultant to narrow the list of candidates to a preferred group of 7 to 8 semi-finalists to recommend to the Board for preliminary interviews. The Board has the authority to accept the candidates as recommended or to make changes. Throughout the search, Gold Hill will communicate with the candidates to ensure their continued interest; at this point, background, criminal and credit checks, plus degree and employment verification, are conducted by the Gold Hill consultant, working closely with the Director of Human Resources;
- **Mid-February 2022:** The search committee conducts preliminary interviews with the semi-finalists, generally off site at a private but accessible location (e.g. an airport) or by phone/video conference; 3-5 finalists are selected from this group and recommended to the Board for consideration;
- **Mid-February 2022:** Once the finalists are determined, the consultant will contact them to tell them they have been selected, that their names will soon be made public, and to prepare their workplace for the reference checking process. Finalist interviews are scheduled and announced;
- **Mid-February 2022 through End February 2022:** In-depth reference checks (and media reviews, if requested) on the finalists are conducted by Gold Hill and reported to the Board and search committee prior to the final interviews. Our reference checking is very thorough - going back several positions and at least ten years. We seek to confirm through references the validity of what the candidates say about themselves and their contributions to their organization. We report everything we learn to the Board and work hard to ensure that the College does not experience any "surprises" regarding a candidate's past as the search nears completion. We work for the Board and the search committee - not on behalf of candidates. You will not find us advocating on behalf of a candidate or withholding anything we learn in the reference checks;
- **End February 2022 through Mid-March 2022:** Finalist interviews are conducted. Gold Hill will assist with the logistics of the final interview process (arrangements, suggested questions, etc.) We recommend the candidate's on-campus visit be as inclusive of the college community as possible, with opportunities for each candidate to meet separately with the search committee, faculty, staff, top administrators, students and the community. The culmination of the process will be interviews with the Board of Trustees and perhaps a dinner with the candidate and spouse/partner. Under guidelines governing COVID-19, this step may be modified to accommodate circumstances, including remote interviews;

- **Mid-March 2022:** The Board receives feedback from the various constituencies regarding impressions of the candidates. Gold Hill has suggestions regarding how that feedback can be gathered and reported;
- **Mid-March 2022 through End March 2022:** The Board makes a selection; an offer is made and a contract is negotiated. Gold Hill can assist with negotiating a contract with the selected final candidate. Our associates are well aware of and experienced at mediating the sensitive dynamics that can and sometimes do complicate closing the search process;
- **End March 2022:** The Board of Trustees announces the new President of North Idaho College at a meeting of the Board and in a press release.
- **June 1, 2022 (or whenever agreed and practicable):** The new President of North Idaho College begins his or her tenure as President of the College.
- **Note:** This timeline is only a recommendation. It is subject to discussion and revision based on the unique needs and circumstances of the College. If an alternative July 1 start date is adopted, the extra four weeks can provide the flexibility to respond to unexpected delays and contingencies (such as semester breaks), which can and do occur.

I. Diversity in Recruitment

Our many years, both in community college administration and in community college searches, has given Gold Hill consultants a strong database of individuals from which we will recruit. Our recruitment and search procedures are effective, efficient and have been time tested in over 150 searches. We do not rely on advertising only to attract strong candidates - we actively and personally recruit a diverse candidate pool. This is one of the strongest reasons to hire Gold Hill Associates to assist with your search. We know candidates across the country who will meet your profile. Personal recruiting yields the greatest number and quality of diverse candidates. As a person of color, Dr. Preston Pulliams brings knowledge, experience and a commitment to diversity to the search process.

We do not rely on advertising only to attract strong candidates – we actively and personally recruit and all-inclusive candidate pool. Once the position profile is developed and approved, we begin personally calling potential candidates and assisting your marketing department in the placement of announcements in strategic college publications. We also use email recruitment by sending a personally addressed message inviting a broad and carefully selected group of qualified college administrators to apply for your position. In addition to active and personal recruitment, your Gold Hill consultant, in cooperation with the search committee, will develop a candidate evaluation matrix based on the qualifications, experience, skills and competencies detailed in the position profile. This will be developed at the beginning of the search by the consultant, Board and search committee. The review criteria will include attention to diversity.

Our firm is committed to - and has a strong track record in - diversity and in building a diverse candidate pool. Our commitment to diversity and inclusion has been apparent in our community college work, and we continue to make this a priority as we assist college boards of trustees in finding leadership for their institutions. Our great success in minority recruiting comes, in large part, because of our excellent personal recruiting strategies. We seek a diverse pool of candidates through formal and informal networking around the nation. Gold Hill's President, Preston Pulliams, and his team have, through many years in the field of community college leadership, developed extensive networks and contacts with presidents and high-level administrators across this country.

This allows us to recruit successful, top-quality candidates to senior level positions. Although placing an ad in trade journals that target minority candidates may help somewhat, we have found that the extra expense may not be warranted based on the few candidates who may be attracted to the position because of trade advertising. Active recruiting is the best approach to recruiting a diverse pool. Your selected search firm will be crucial to this effort, and Gold Hill brings you an outstanding record.

Gold Hill makes it a priority to find new college leaders who are capable of embracing the unique culture of the institution and the community. We accomplish this outreach in part through our active association with ethnically diverse professional organizations such as the American Association of Community Colleges (AACCC), American Council on Education (ACE), American Association of Women in Community Colleges (AAWCC), National Advocate of Equal Opportunity in Higher Education, National Community College Hispanic Council, the Women's Division of ACE, and the leadership development programs of these organizations. We will also assist your College in placing ads in diversity-specific education and industry publications.

There are a variety of activities that colleges can undertake to assist with promoting diversity on campus and securing a diverse applicant pool. Gold Hill Associates can work with the College on these strategies. For League of Innovation and American Association of Community Colleges leadership seminars, Dr. Preston Pulliams has served as a coach for senior community college officers who are planning to seek presidential and other appointments. This provides him an opportunity to meet and work with leading community college administrators from across the country. Many of the individuals participating in these leadership seminars are women and persons of color. This creates an excellent network for recruiting.

Over the past five years, Dr. Pulliams and Gold Hill's associates have completed 46 community college executive searches. In those searches (with an overall 100% positive placement rate), 45% of those placed were women and 21% were persons of color. The five-year retention rate for persons of color has been 85%. The candidates placed who were persons of color were placed at the following community colleges: Klamath (OR), El Paso (TX), Santa Fe (NM), Northeast Lakeside (Alamo District, TX), Portland (OR), West Kentucky (KY), and Highline (WA). We also guarantee that we will not come back to your institution later and recruit your new senior level executive for another search.

J. Additional Information

Philosophy

Central to the philosophy of Gold Hill Associates in conducting professional searches is its belief that it is key to work proactively to understand what is wanted and required by our clients and candidates. We support the essential goal of successfully completing projects and assignments by satisfying the needs of our clients employing skilled, ethical and respectful strategies.

This philosophy has practical implications for our work:

- It requires us to always communicate and to do so effectively.
- It requires us to always be transparent.
- It requires us to always be responsive.
- It requires us to always be professional.

Consultant's Role and Vetting of Finalists

The Gold Hill consultant will prepare a detailed report on each finalist for the Board's review. These reports include summaries of a candidate's experience and qualifications, as well as comprehensive information on background checks and reference interview findings. Background checks (criminal, identity, credit, degree and employment verification) are obtained from a reputable professional third-party provider which conducts these checks exclusively and by agreement with Gold Hill Associates. These reports are confidential and shared only with the Board chair.

Your Gold Hill search consultant conducts in-depth phone interviews with all references provided by finalist candidates. A prepared interview question format is utilized to ensure comprehensiveness and consistency. Responses in these interviews are documented by the consultant. In addition to the formal references provided by the candidate, the Gold Hill consultant also contacts others in our network who may be familiar with the candidate – these additional and confidential contacts are valuable to the process of completing a rounded profile of the candidate. This process concludes with a written report to the Board on each candidate's reference feedback. Furthermore, Gold Hill conducts highly "discreet" (i.e. confidential) reference checks of semi-finalists, through its professional network of contacts, respecting the confidentiality of semi-finalists' candidacy throughout the early stages of the search.

The Gold Hill search consultant participates in the preliminary semi-finalist interviews (if these are conducted) as an observer and advisor to the search committee and the Board. The consultant can participate in the finalist interviews and provide feedback to the Board, at the Board's invitation. In any case, the consultant assists the Board and search committee in developing interview questions and preparing the campus and the candidates for the interviews.

At the request of the Board, the Gold Hill search consultant is prepared to assist with the development and negotiation of an employment contract with the candidate that is selected for the position. This includes providing the Board with sample contract formats, if requested.

Assistance with the Search Process from North Idaho College

The information that would be helpful to Gold Hill Associates in carrying out the search functions would include as much local and regional data and resources as possible, to be used in constituent focus group discussions, developing profiles, conducting advertising and recruitment, formulating interview questions, and communicating with candidates, such as:

- A comprehensive package of information on the College, its structure, staff composition, programs and services, enrollments and demographics, budget, strengths and challenges;
- The College's Strategic Plan, other plans and related progress reports;
- Confidential information on potentially sensitive issues facing the College and the President;
- Comprehensive data on the surrounding community and region, its demographics, strengths and challenges, attractions, schools, community services, etc., and the community's relationship with the College;
- College and community resources that can assist the search, candidates and the consultants (e.g. area realtors, hotels, etc.).

It will also be very helpful to the search consultant to have occasional access to a small space with a desk, where he or she can work while on campus, and access to occasional printing and copying.

Relationship with College Search Liaisons

The Gold Hill search consultant assigned to the search would request to be assigned a primary College liaison to ensure the effectiveness and efficiency of communications. This will be the contact who will coordinate college communications and logistics (emails, materials, visits, interviews) related to the search. The search consultant will also maintain regular and close communications with the search committee chair and the search liaison. Gold Hill and its consultants' processes are flexible and will be customized to meet the unique priorities and circumstances of the College.

On average, the Gold Hill consultant plans three or four trips to the College, at critical benchmarks in the process: when the Search Committee convenes and develops search criteria and reviews the job description; when applications have been reviewed and semi-finalist candidates are presented, discussed and selected; during preliminary interviews and selection of finalists; and (if requested) for finalist interviews and the making of recommendations of selected candidates to the Board. Focusing travel on the main junctures in the process ensures that expenses to the College will be minimized. Additional visits may be arranged as needed.

In between campus visits, the Gold Hill consultant will work with College personnel involved with the search, the search liaison, the search committee and the Board by whatever means is available and works best for the particular task and persons involved, including email (a lot of that), conference calls, video conferences on Zoom, Skype or FaceTime visits.

Location

Gold Hill Associates works locally and remotely from every college it serves. The firm has five operating locations in Mississippi, Texas, North Carolina, Michigan, and Washington State. Its six consultants are located around the country, mostly in the Midwest, south, and west, making them easily accessible to most college locations. Gold Hill is easily available and accessible to North Idaho College.

Other than its extensive knowledge of and experience with community colleges, and the environments in which they serve their constituencies, Gold Hill Associates has direct and successful experience in the Southern and Mid-Western states, including knowledge of their governance structures, educational environments and community colleges. Specifically, Gold Hill has conducted over 20 searches for Texas community colleges and community college districts, and several searches in Oklahoma. This experience gives Gold Hill a good start in the regional understanding necessary to and preceding assistance to a search for President of North Idaho College.

Conferencing Capabilities

The Gold Hill search consultant is well-versed and experienced at utilizing videoconferencing capabilities to conduct search communications, including meetings with college staff, Board, and search committee, as well as facilitating preliminary candidate interviews. Most common in contemporary times is the use of Zoom videoconferencing capabilities, reliable and well-tested. Otherwise, particularly for one-on-one conversations with college staff and search liaison, the consultant will use the College's preferred technology. We are flexible and able to accommodate the College's priorities.

COVID-19

For obvious reasons, it is important to bring COVID-19 concerns and considerations into the search discussion. Gold Hill Associates will honor and enforce in its own operations whatever guidelines and expectations the College and the State of Idaho require and implement. These can include social distancing and mask requirements for all situations that necessitate human contact and interaction. It may also include quarantining for individuals potentially exposed to or testing positive for the virus. The Gold Hill consultant, at the start of the search process, will consult with College officials, including the Board of Trustees, the search liaison and College personnel who are responsible for COVID-19 policies and procedures, to identify what communications strategies should be employed during the search. This will involve communications among and with search committee members, and the process of campus interviews with finalist candidates. While these functions are normally conducted in person, the college may choose to do them remotely. All efforts will be designed to ensure the greatest health and safety of all involved.

North Idaho College and State of Idaho Contractual Provisions

If selected, Gold Hill Associates acknowledges and certifies that the firm is eligible to enter into an agreement for services with North Idaho College (NIC) and that this agreement and the services provided by Gold Hill Associates thereunder shall comply with North Idaho College and State of Idaho contractual provisions and shall be governed by State of Idaho laws and jurisdiction.

Other assurances:

- All information proprietary to NIC and disclosed by NIC to Gold Hill Associates shall be held in confidence and securely by Gold Hill and shall be used only for purposes of Gold Hill performance under a contract resulting from this RFP.
- In connection with this RFP, Gold Hill collusion with other Contractors or employees of NIC with any employee of the State of Idaho, including any employee of NIC, is understood as prohibited and may result in Gold Hill Associates disqualification and/or cancellation of award.
- In connection with this RFP, Gold Hill Associates ensures that no improper, unethical, or illegal relationship or conflict of interest exists between or among Gold Hill, NIC, or any other party to this RFP, subject to the review and determination of NIC.
- Gold Hill Associates has never filed bankruptcy or been in receivership due to financial insolvency.
- Gold Hill Associates agrees to release, indemnify, defend, and hold harmless NIC and its trustees, officers, employees, agents and representatives, in their official and individual capacities, from and against liability for any and all claims, actions, damages, and related actions and expenses, that may arise from any work performed under this contract due to the acts or omissions of Gold Hill, or its employees, agents or subcontractors, including without limitation, property damage and bodily injury liability.
- Gold Hill Associates will procure and maintain adequate and required amounts of liability insurance coverage against any and all claims for damages to persons and property which may arise out of operations under this contract.
- Gold Hill Associates assures its compliance with the Americans with Disabilities Act of 1990, and is an Equal Opportunity Employer, and in compliance with the 1964 Civil Rights Act, Title IX of the Education Amendments of 1972, and Executive Orders 11246 and 11375.
- Gold Hill Associates operates under the highest ethical standards and would never breach those standards or the standards held by NIC under performance of this contract.
- Neither Gold Hill Associates or its principals or contractors are or have ever been debarred, declared ineligible or voluntarily excluded from participation in this contract by any governmental debarment or agency.
- Gold Hill Associates has read, understands and will comply with all provisions stated in its agreement with NIC and will do so in good faith and effort.

K. ESTIMATES OF ALL FEES AND EXPENSES TO BE CHARGED

We believe our procedures offer the most cost-effective methods of conducting searches, while at the same time ensuring that no corners are cut in support of the goal of a successful search outcome. Our searches offer all-inclusive services for ONE FLAT FEE, which is identified up front, and for which we do not invoice until the conclusion of the search. This flat fee is exclusive of travel expenses, which are additional, variable and billed at actual cost. Gold Hill’s search fees and our estimated expenses are based on a full-search contract and are payable at the end of the successful search. Because Dr. Pulliams has worked as a community college CEO, responsible for budgets and answering to boards, he and his associate consultants are cognizant of the costs of a search and sensitive to the needs and requirements of the College.

OUR GUARANTEE: Gold Hill Associates guarantees satisfaction with the executive searches we lead with you. If your search committee or Board are not satisfied with the final candidates, we will re-do the search and not accept a fee. In addition, if your newly appointed leader resigns or is released for any reason within one year, we will re-do the search at no cost to you. We believe we are the only search firm that makes such guarantees.

Gold Hill’s Fees for a President Search

Consultant Flat Fee for the President Search	\$ 40,000 ¹
Estimated travel and other expenses	2,500 ²
Background/degree checks per final candidate (estimated four @ \$300)	1,200
Estimated Total Consultant Fee and Expenses for the Search	\$ 43,700

The estimated items and amounts the College can spend on the Presidential search are below:

North Idaho College Estimated Search Expenses

Advertising/brochure costs (estimated)	\$ 4,000 ³
Campus visit of finalists (and their spouses/partners) (travel, expenses)	4,500 ⁴
Estimated Total College Search Expenses	\$ 8,500

¹ Includes recruiting, screening, reference checking, visits to campus for search meetings and interviews, calls and correspondence, assistance with contract negotiations, and unlimited access to the consultant.

² All expenses will be receipted. The estimate is based on 3-4 visits to the campus, to meet with the search committee and Board, and attend interviews. Additional visits may be arranged as needed and billed in addition.

³ The *Chronicle of Higher Education* boxed print ads cost about \$168 per column inch. The cost of a three column by 8.25 inches is \$4,158. One ad is sufficient. Line ads and online postings will cost less. Brochures vary and are often done in-house and posted online.

⁴ Assumes 3 finalists (and spouses/partners) making one visit to the campus. Costs vary based on travel distance, mode of travel, and air fare.

APPENDIX

**RESUME OF GOLD HILL ASSOCIATES SEARCH CONSULTANT
DR. PRESTON PULLIAMS**

RESUME

Preston Pulliams, Ed.D

President, Gold Hill Associates

1065 Stigger Rd.

Jackson, Mississippi 39209

Ph. 503-704-3425 (Cell)

Email: preston@goldhillassociates.com

PROFESSIONAL EXPERIENCE

2009 - Present

President, Gold Hill Associates

Community College Search Services

Gold Hill is one of the leading national community college presidential search firms. In my work with Gold Hill, I have coordinated successful searches in this established firm that has completed nearly 110 community college presidential searches.

2004 - 2012 District President for the Portland Community College District, Portland, Oregon

<http://www.bizjournals.com/portland/print-edition/2013/06/21/the-lasting-impact-of-pccs-preston.html>

Portland Community College is the largest institution of higher education in the state, serving more than 1,060,000 residents in a five-county, 1,500-square-mile area in Northwest Oregon. The district includes the state's largest city, Portland, and the most rapidly growing population areas in the state. PCC enrolls more than 87,000 full- and part-time students annually.

The college provides two-year associate degrees in college transfer and professional technical education, one- and two-year certificates, career training, literacy classes, distance learning, GED and high school completion, and non-credit personal enrichment classes.

The college has a total annual general fund budget of over 200 million dollars, and employs approximately 3,700 full and part-time employees.

Responsibilities:

- Serves as the chief executive officer of the College District
- Reports to a seven-member elected board of trustees
- Serves as ex-officio member of the College Foundation Board

Accomplishments:

- Instrumental in passage of a \$374 million bond campaign in November, 2008
- Quadrupled the PCC Foundations assets through proactive fundraising (\$2 million/yr).
- Increased enrollment by 20% over the last two years.
- Increased contracting with local businesses for staff development.
- Increased grant income by approximately 40% (\$25 million/yr).
- Successfully negotiated three federation contracts.
- Received full accreditation for our last accreditation visit.
- Adopted a 5-year strategic plan focusing on new academic programs and facilities.
- Increased workforce diversity.
- Established new diversity guidelines for the Oregon University System.
- Successfully lobbied for a significant increase in state funding for Oregon community colleges.
- Increased funding for capital projects from the Oregon State's capital fund.
- Established key early college programs with area K-12 public school system.
- Introduced 22 new national sites for the Gateway to College program (funded by the Gates Foundation).
- Named outstanding community college President for the Western Region of the American Community College Trustee Association 2008.

2003-2004 Vice Chancellor for Community Colleges

State University System Administration, Albany, New York

The Vice Chancellor for Community Colleges was responsible for coordinating and directing the activities of the thirty community colleges under the State University of New York. The annual operating budget of these colleges is over \$1.2 billion dollars in addition to a capital budget of over \$340 million dollars (five years). The total student enrollment for this sector is approximately 193,000 students. This sector also has approximately 30,000 employees. The Vice Chancellor also serves as liaison to the State University Board of Trustees through its Community College Committee.

Responsibilities: The Vice Chancellor heads the SUNY Office of Community Colleges.

The SUNY Office of Community Colleges is an office within SUNY System Administration that is dedicated to serving the needs of the thirty community colleges of SUNY. It is headed by the Vice Chancellor for Community Colleges, who is the primary liaison between the Chancellor and the community college presidents. The office fulfills a variety of functions:

- Acting as point office for the development and issuance of SUNY administrative policies and procedures impacting community colleges.
- Serving as a communications link between the community colleges and System Administration.

- Providing support for community college presidents, their statewide organization (APPCC), the Faculty Council of Community Colleges, and the organization of community college trustees (NYCCT).
- Leading and supporting the development and implementation of statewide programs and initiatives.
- Representing and promoting the community colleges to various external constituencies, including the Governor and legislators.
- Conducting system-wide functions such as data gathering and fund raising.

Overall it is the primary purpose of the Office of Community Colleges to provide comprehensive support and assistance to the SUNY community colleges, to represent the interests of community colleges within the System Administration, and likewise to represent the interests of System Administration to the colleges.

1997-2003 President

Orange County Community College, Middletown, New York

Orange County Community College, a comprehensive community college serving 340,000 residents of Orange County, New York; 3,100 full-time students with 5,800 credit headcount and 4,100 non-credit; total budget of \$33,000,000; 170 full-time faculty and 330 adjunct faculty, 230 additional employees; five collective bargaining unions; population of Orange County -334,199 total persons (1999); 816 square miles.

Responsibilities:

- Serve as chief executive officer of the College
- Reports to a ten-member board of trustees
- Serve as ex-officio member of the College's educational foundation
- Serve as a member of the College's Association Board of Directors

Accomplishments:

- Successfully recently negotiated a three-year contract with all five of the college unions
- Created numerous new college and business partnerships including opening a new \$1.3 million advanced technology center for business training
- Expanded college programs and services for Newburgh, New York, a growing ethnic and racially diverse community, by expanding our Newburgh extension center two years ago
- Increased college fundraising by increasing college promotion, establishing an annual drive, and increasing the number of large donations to the college's educational foundation
- Increased the number of new academic programs and services to provide the college with a more comprehensive approach and position within the State University of New York system
- Increased the funding support for the college from the county and state legislators regarding FTE formulas support and capital member item funds
- Reorganized the college administrative structure to more adequately focus on the critical issues of fundraising, enrollment, assessment, and program development

1993 – 1997 President, Highland Lakes Campus

Oakland Community College District, Bloomfield Hills, Michigan

Oakland Community College: a comprehensive community college serving 1,400,000 residents of Oakland County, Michigan; 15,500 full-time students with 34,000 credit headcount and 20,000 non-credit; total budget of \$92,000,000; 600 full-time faculty and 1,400 adjunct faculty, 600 additional employees; four collective bargaining unions; population of Oakland County 1,179,978 total persons (1999); 873 square miles.

President, Highland Lakes Campus

Highland Lakes Campus: a campus offering some 32 academic programs including a comprehensive set of allied health programs; served 220,000 residents of northwestern Oakland County, 2,000 full-time students with 5,200 credit headcount and 2,000 non-credit; total budget of \$17,000,000; 76 full-time faculty and 100 adjunct faculty , 75 additional employees

Responsibilities:

- Served as campus C.E.O.
- Reported to District Chancellor
- Represented the campus in the community
- Supervised college district nursing and allied health programs.

Accomplishments:

- Successfully passed a district-wide election for property tax referendum, increasing the funding of our College district by \$28 million
- Successfully raised funds in the external community for our community cultural series and the building of a pavilion on our campus
- Expanded raised funds in the external community for community cultural series and the building of a pavilion on our campus
- Opened a Human Development Center, which serves as a leadership training facility for internal college staff members and community leaders and professionals
- Established an innovative Facilities Plan for the Highland Lakes Campus
- Promoted and expanded the District's transfer activities and articulation agreements
- Increased community partnerships with area businesses, public schools, and community groups

1985 - 1993 Vice President for Student Affairs

Community College of Philadelphia, Philadelphia, Pennsylvania

Community College of Philadelphia: a comprehensive community college serving 2,300,000 residents of Philadelphia County, 21,000 full-time students with 47,000 credit headcount and 13,500 non-credit, total budget \$110,000,000; 700 full-time faculty and 1,400 adjunct faculty; 800 additional employees, five collective bargaining unions; population of Philadelphia – 1,436,287 total persons (1998); 135.1 square miles.

Vice President for Student Affairs: responsible for 20 percent of college budget, \$20,000,000; supervised 2 deans, six department heads, 250 staff members, including 25 counselors.

Responsibilities:

- Served as senior officer of the college's Student Affairs Division
- Responsible for college's enrollment management program
- Supervised the college's institutional advancement and marketing functions

Accomplishments:

- Reorganized the Student Affairs Division increasing its operating efficiency by implementing greater use of computer hardware and software
- Increased overall college enrollment by 30% by establishing a college-wide enrollment management program
- Increased minority student enrollment and retention through the establishment and implementation of a minority education initiative
- Initiated a community-wide college promotion, marketing, and image enhancement campaign
- Established a new counseling credit career development course
- Successfully diversified the student affairs faculty and professional staff of 250 employees by proactive recruitment of minority candidates
- Raised funds for minority scholarship programs and the College's minority education initiative program

1978 – 1984 Dean of Student Services

Muskegon Community College, Muskegon, Michigan

Responsibilities

- Senior administrator for the Student Services Division which comprised of 75 staff members within: records and registration, admission, financial aid, veterans affairs, counseling, athletics, student activities, and job placement
- Reported to the President and served as the senior administrative officer responsible for meeting the needs of students and addressing their concerns in policy-making
- Supervised the grantsmanship program seeking federal, state, and local grants for the college, and coordinated the grant efforts of the faculty and staff.
- Served as Chair of the College's Coordinating Council (Shared Governance model)
- Supervised the Personalized Achievement Lab Program which assisted students in developing college-level reading, writing mathematics skills

1972– 1978 Counselor

Muskegon Community College, Muskegon, Michigan

Responsibilities

- President-elect of the Muskegon Community College Faculty Association representing the faculty union in negotiations and chaired the union grievance committee
- Performed personal, vocational and academic counseling for community college students
- Served as department head of the counseling department
- Implemented a student development curriculum for the instructional affairs council in which courses taught by counselors and adjunct faculty were granted academic credit
- Taught group counseling courses which included such topics as Human Potential Seminar, Academic Motivation, Introduction to Psychology, and General Psychology

June 1971 – September 1972 Personnel Assistant

General Telephone Company of MI, Norton Shores, Michigan

Responsibilities

- Worked as a management trainee in personnel, accounting, traffic, and sales for the corporation
- Was assigned on a permanent basis to the engineering department where duties included the supervision of construction and engineering projects for a tri-county area in Western Michigan

TEACHING EXPERIENCE

2002 – 2003 Adjunct Professor, Graduate College, Marist College, Poughkeepsie

- Teaching within the Graduate Psychology Department, Research II (Program Evaluation) course

1997 – 2001 Adjunct Professor, Graduate School of Education, SUNY, New Paltz University

- Teaching graduate and undergraduate education foundation courses

1993 – 1997 Adjunct Professor, Oakland University, College of Education

- Taught Program Evaluation; Organizational Behavior; Group Dynamics; and Delivering Human Services

1987 – 1993 Adjunct Professor, Community College of Philadelphia

- Taught psychology and crisis intervention courses within the Mental Health and Social Services Department

1982 – 1984 Adjunct Instructor, Grand Valley State University, Graduate School of Education

- Taught graduate education courses: Philosophy of Education and Foundations of Education for masters and doctoral students

1972 – 1978 Adjunct Professor, Muskegon Community College

- Taught psychology courses for the psychology department and student development courses

January 1969 – June 1971 Teacher, Nelson Junior High School, Muskegon, Michigan

- Taught ninth grade civics, psychology, and geography

EDUCATION

June 1966 A.S. in Science

Muskegon Community College, Muskegon, Michigan 49442

June 1968 B.S. in Social Science

Michigan State University, East Lansing, Michigan 48824

June 1973 M.A. in Counseling and Personnel

Western Michigan University, Kalamazoo, Michigan 49008

June 1976 Ed.D. in Educational Administration

The University of Michigan, Ann Arbor, Michigan 48109

COMMUNITY ACTIVITIES

Board of Directors

- Portland Public Schools Foundation Board (Portland, Oregon)
- Portland Business Alliance (Portland, Oregon)
- State Board of Higher Education (Salem, Oregon)
- Worksystems, Inc. (Portland, Oregon)
- Oregon Museum of Science & Industry Board (Portland, Oregon)
- American Association of Community Colleges-International Affairs Commission (Washington, D.C.)
- Community College Research Board – Columbia University (New York, NY)
- Oregon Community College Association (Salem, Oregon)
- Combase

- World Affairs Council of Oregon (Portland, Oregon)
- Council for the International Exchange of Scholars (Washington, DC)
- United Way of the Columbia-Willamette (Portland, OR)

Member

- President’s Roundtable-American Association of Community Colleges (Washington, D.C.)
- Global Education Commission, American Association of Community Colleges (Washington, D.C.)
- Oregon President’s Council, Oregon Community Colleges Association (Salem, Oregon)
- Center for Policy Analysis, American Council on Education (Washington, D.C.)
- Center for Effective Leadership, American Council on Education (Washington, D.C.)
- Leaders Roundtable (Portland, Oregon)
- Delta Phi Sigma

PUBLICATIONS

1. Doctoral Dissertation (1976). The University of Michigan. Microfilm
2. “Black Students Feel Left Out.” (1976) The Community College Review. Raleigh, North Carolina
3. “Project Awareness: A Unique Community College Orientation Designed Aid in Career Life Decision Making.” (July, 1980) The Orientation Review.
4. “A Community College’s Pre-Admission Program Designed to Improve Retention.” (1982) Association of Community College Trustees Publication.
5. “Community College of Philadelphia Targets Minority Enrollment.” (March, 1988) Black Issues in Higher Education.
6. “An Urban Community College Attempts to Assure Student Achievement.” (1988) ERIC Clearinghouse for Junior Colleges.
7. “The Emerging Role of an Urban Community College Counselor.” (1988) ERIC Clearinghouse for Junior Colleges, Ann Arbor, University of Michigan.
8. “Lessons From the Geese-Effective Working Relationships Between Board of Trustees and Presidents.” (June 2000) American Community College Trustees Association Journal, Washington, D.C.
9. “Where Do Mermaids Stand? Establishing Tolerance and Diversity in Community Colleges.” (Winter 2002) American Community College Trustees Association Journal, Washington, D.C.
10. Testimony “The Aging Workforce: What Does It Mean for Businesses and the Economy?” Hearing, Special Committee on Aging, U.S. Senate, (February 2007), Washington, D.C.
11. “Ready or Not, Here They Come.” (Winter 2008) The Presidency, Washington, D.C.

BOARD OF TRUSTEES MEETING
October 27, 2021

TAB 3

SUBJECT

First Reading: Head Start Policy Council Bylaws

BACKGROUND

The Head Start Act and/or the Head Start Program Performance Standards requires the Governing Board, which consists of the NIC Board of Trustees and Head Start Policy Council, to annually review and approve the Policy Council Bylaws.

DISCUSSION

By-Laws: The By-laws were reviewed by the Policy Council. These recommended additions, changes or deletions were presented and approved by the Head Start Policy Council during the September 17, 2021 Policy Council meeting.

COMMITTEE ACTION

Board Review and Approval

FINANCIAL IMPACT

There is no financial impact on North Idaho College since federal appropriations, private gifts and donations fund Head Start.

REQUESTED BOARD ACTION

In its capacity as the governing board and to adhere to requirements outlined in The Improving Head Start for School Readiness Act of 2007 and the Head Start Performance Standards, it is requested that the board consider a motion to approve the following Attachment A.

Attachment A: Head Start Policy Council By-laws

Prepared by
Beth Ann Fuller
Director, Head Start

Policy Council Bylaws

ARTICLE I Name

The name of this organization shall be the North Idaho College Head Start Policy Council, hereafter in these Bylaws called Policy Council.

ARTICLE II Purposes and Functions

Section I Purpose

The purpose shall be to comply with the requirements of Improving Head Start for School Readiness Act of 2007, Section 642 and to implement Head Start Program Performance Standards, subchapter B of 45 CFR chapter XIII, 1301.1 Program Governance “An agency must establish and maintain a formal structure for program governance that includes a governing body, a policy council at the agency level and policy committee at the delegate level, and a parent committee. Governing bodies have a legal and fiscal responsibility to administer and oversee the agency’s Head Start and Early Head Start programs. Policy councils are responsible for the direction of the agency’s Head Start and Early Head Start programs.”

Policy Council is responsible to work with the governing body and staff to be involved in the decision-making process, prior to the point of seeking approval, for planning and coordinating for the Head Start program, and establish and maintain procedures for hearing and resolving community complaints about the program. This Policy Council serves the counties of Kootenai, Shoshone, Boundary, Bonner, and Benewah in the State of Idaho.

Section II Functions

The functions of the Policy Council:

1. Develop and approve the goals and objectives for Head Start within the agency, and establish ways to meet them within the Administration for Children and Families (ACF) guidelines.
2. Review the Community Assessment, approve the Target Service Areas, and assure that these meet the required standards.
3. Develop a plan for recruitment and selection of eligible children using the current ACF guidelines.
4. Establish the composition of Policy Council and determine committees for dealing with individual program procedures.
5. Serve as a link to the Center Parent Committees, Center Staff, North Idaho College Board Liaison as designated by the Board of Trustees, North Idaho College Board of Trustees, public and private organizations, and the communities they serve.
6. Assist and develop a plan to help Center Parent Committees in communicating with parents enrolled in all program options to insure that they understand their rights, responsibilities, and opportunities in Head Start, and to encourage their participation and volunteering in the program.
7. Assist and develop a plan to help Center Parent Committees in planning, coordinating, and organizing program activities for parents with the assistance of staff, and insuring that funds set aside from program budgets are used to support parent activities.
8. Establish and maintain procedures for hearing and resolving complaints about the program.
- ~~9. Collaboratively develop Personnel Policies with the Staff Development Committee and the Director. Approve Personnel Policies. Approve & submit Head Start specific personnel policies and decisions regarding the employment of program staff.~~

including standards of conduct for program staff, contractors, and volunteers and criteria for the employment and dismissal of program staff.

~~10. With the Director, establish criteria, procedure, and approval for the selection and release of all staff personnel.~~

All recommendations for hire will be presented at the next regularly scheduled Policy Council meeting.

- i. In the event waiting to vote at the next meeting impedes center operations, for all benefit-eligible positions as well as part-time assistant teacher and part-time family advocate positions, the Policy Council Chair may direct a vote take place utilizing an electronic method (i.e., phone, email).
- ii. Other part-time positions may be filled with the recommendations of the committee, as long as a Policy Council Representative is on the committee, with a personnel report presented at the next regularly scheduled meeting.
 1. In the event a Policy Council Representative is not on the committee, the part-time position recommendation must be presented at the next regularly scheduled meeting or by an electronic vote at the discretion of the Policy Council Chair.

~~11. Approve or disapprove applications request for funds and proposed -fundraising opportunities and proposed work programs, based upon the recommendations of the Director.~~

12. Approve or disapprove major changes in the operating budget and operations and monitoring system while the program is in operation.

~~13. Participate with program staff to identify needs to provide assistance for recruitment for volunteers and community resources.~~ Participate in and -review annual self-assessment a yearly self-evaluation and implementation of the improvement plan of the program.

14. Be a link between the community resources and Head Start parents.

15. Assist in establishing program Recruitment Plan

~~15-16.~~ To follow Impasse Procedures, Article VIII.

ARTICLE III Membership and Meetings

Section I Composition

The Policy Council shall be composed of no less than 51% parents currently enrolled in Head Start and no more than 49% representatives from the community. Representatives are elected before the October Policy Council Meeting. Each Head Start Center Parent Committee elects voting representatives as follows:

Centers / Parent Committees	Center Enrollment Slots	Number of Parent Representatives	
Center A	61- 90	2	
Center B	41-60	2	
Center C	21-40	1	
Center D	0-20	1	

Section II Selection Policy Council Parent Representatives

1. Each Head Start Center Parent Committee elects Policy Council Representatives by the first Friday in October. This allows for their attendance and training at the October meeting. Center Policy Council Representatives are comprised exclusively of the parents of children currently enrolled at the center.

2. Their term of office will be October through October.
 - a. This allows for the October meeting to have experienced members from the previous program year present to run the meeting.
 - b. Policy Council Representatives, elected during the year will be seated at the first possible meeting after their election at the Center Parent Committee with their term going through the following October meeting.
3. Staff may not serve on the Policy Council except parents who occasionally substitute as staff.

Section III Selection Policy Council Community Representatives

1. Representatives from the community may include up to five individuals selected from the following community groups by the Policy Council: Community representation will be considered from all our communities when positions are available.
 - a. State service agencies
 - b. Private service agencies
 - c. Community organizations
 - d. Public and private school personnel
 - e. Parents of former Head Start children, including those holding an office with any of the following agencies: Idaho Head Start Association, Region X Head Start Association, or National Head Start Association
 - f. A representative from Grantee Board of Trustees
 - g. Health Care Professionals
 - h. Recommended interested community citizens.
2. Prior to the October Policy Council meeting, permission is obtained from proposed representatives from the community to submit their names for nomination to the Policy Council. Policy Council members, Head Start staff, and Grantee Board may submit nominations to the Policy Council. Nominations for community representative will be submitted throughout the program year as needed.

Section IV Term of Office

Policy Council representatives shall serve for a term of thirteen (13) months beginning with the October meeting and ending with the October meeting. No representative shall serve on the Policy Council for more than five (5) terms, subject to any changes in Head Start Program Performance Standards and/or regulations.

- a. A currently seated Policy Council representative, interested in serving another term, must stand for re-election at the respective center parent committee.

Section V Meetings

1. Regular meetings of this Policy Council will be held monthly, usually the third Friday of the month. Meeting dates are subject to change as decided by the Policy Council.
2. The Chair may call special meetings of the Policy Council as needed. Advance notice of at least forty-eight (48) hours must be given.
3. The North Idaho College Head Start Staff Recorder will maintain Policy Council minutes for all regular and special meetings. The Staff Recorder shall see that a record of minutes is kept on file at the Head Start Central Office and sends out copies of minutes to each member, the North Idaho College Board Liaison as designated by the Board of Trustees, and the North Idaho College Board of Trustees Chair. The staff recorder has no membership privileges.
4. Notice of regular meeting - written notices are mailed or emailed to each Policy Council representative at least five (5) days prior to the date of each regular meeting. An agenda for forthcoming meeting is enclosed. Minutes of the past meeting are mailed or e-mailed

within two weeks of the meeting. Notice of special meetings shall be by personal or electronic contact.

5. Quorum - 1/3 of the seated representatives of Policy Council must be present to constitute a quorum for regular meetings or special meetings to transact business, ~~no less than 51% must be parents.~~
 - a. Quorum for Electronic Voting - 1/2 of the seated representatives of Policy Council must respond to constitute a quorum, ~~no less than 51% of the responses must be parent representatives.~~
 - b. The Chair counts as part of the quorum.
6. Parliamentary Procedure - Robert's Rules of Order, revised, shall be the guide for conducting all meetings.
7. Voting Rights - Each Policy Council representative shall have one (1) vote, except the Chair who votes in the event of a tie.
8. Policy Council parent members, in order to participate fully, may receive, when necessary, reimbursement/payment for reasonable expenses incurred by the members.
9. Guests may attend meetings, but may be excluded from the room for any discussion or vote at any time by the acting chair.

Section VI Duties of Representatives

1. Due to the progressive nature of the work and responsibilities of Policy Council and to support informed decision-making, representatives shall maintain good standing. Representatives in good standing attend and arrive on time for all regularly scheduled monthly meetings.
2. Representatives attend selected and/or required committee meetings.
3. ~~Representatives N~~otify Policy Council Vice-Chair, or Policy Council Advisor when unable to attend. In the case of an emergency, contact your respective center.
4. ~~Representatives A~~actively participate in meetings by reading the previous meeting minutes and agenda for the upcoming meeting prior to the meeting and discussing matters to be considered with the group he/she represents.
5. ~~Representatives N~~otify the Policy Council Advisor if they can no longer serve as a Policy Council Representative.
 - a. The Policy Council Advisor notifies the Supervisor when a vacancy occurs.
- ~~6. Keep informed of the Policy Council's purpose, plans, and progress.~~
- ~~7. Community representatives shall provide verbal information about activities, events, resources available in their community reports during each to Policy Council at each Policy Council meeting.~~
- ~~6.~~
- ~~8.~~ Parent representatives shall meet with Supervisor or Center Assistant and prepare a center report ~~for to provide at each~~ Policy Council ~~meeting. prior to each Policy Council meeting.~~
- ~~7.~~
- ~~9.~~ Parent representatives report back to their Center Parent Committees any actions taken by the Policy Council that have not been declared confidential.
- ~~8.~~
- ~~10.~~ Submit agenda items to the chairperson at least eleven (11) days prior to the forthcoming meeting.
- ~~9.~~
- ~~11.~~ ~~10.~~ Serve on committees as established by Policy Council.

Section VII Attendance

1. Roll is taken at each meeting anyone not in attendance is marked absent.

- a. Late arrivals will be indicated on the meeting attendance.
 - i. Voting privileges may be suspended. Special circumstances will be considered by the Policy Council Chair.
- 2. Representatives should be present at all regular monthly meetings and assigned subcommittee meetings.
- 3. Policy Council minutes will reflect all absences.
- 4. A representative in good standing will miss no more than three (3) meetings.
 - a. When one of the representatives has three (3) absences, Policy Council will determine by a 2/3 vote of members in attendance at the Policy Council meeting whether or not the representative should be retained.
 - b. The Policy Council retains the right to consider extenuating circumstances.
 - c. The Policy Council Advisor notifies the respective Supervisor of Policy Council's action to unseat a representative from a position. The chair shall make a reasonable attempt to notify unseated individuals
 - d. If it is the decision of the Policy Council to unseat the non-participating representative, a new representative will be elected through the respective Center Parent Committee

ARTICLE IV Officers and Delegates

Section I Officers

- 1. Chair
- 2. Vice-Chair
- 3. Secretary
- 4. Treasurer

Section II Election and Term of Office

- a. All officers shall be elected for a one (1) year term at the October meeting. Term of office begins at the November meeting. Officers can only serve in one officer position. Officers demonstrate commitment to leadership duties and attendance at all meetings. An officer or a designee attends any North Idaho College Board of Trustees meeting when Head Start business is presented.

Section III Duties of Officers

- 1. Chair
 - a. Presides at all regular and special Policy Council meetings.
 - b. Demonstrates a clear understanding of the Policy Council Bylaws.
 - c. Explains each motion before it is voted upon.
 - d. Calls the meeting to order and formally closes it.
 - e. Calls special meetings when necessary.
 - f. Appoints committee chairperson and supervises committee appointments if needed.
 - g. Reviews and approves the agenda for each regular meeting and sees that it is distributed to representatives.
 - h. ~~Receives Staff Development Committee report for general business and~~ Serves on the programs Scholarship and Award Committee.
 - i. Receives and handles all mail addressed to the Policy Council and is responsible for all official correspondence.
 - j. May delegate duties as needed to Vice Chair.
 - k. Communicates with the North Idaho College Board Liaison as designated by the Board of Trustees for any issues that require Board of Trustees attention.
 - l. Votes only in the case of a tie vote of the Policy Council representatives.

A Chair who fails to perform his/her duties may be removed from office by a 2/3 vote of members in attendance at the Policy Council meeting.

2. Vice-Chair

- a. Presides over the Policy Council meeting and all duties associated with that meeting in the absence of the Chair.
- b. Assists with the secretary duties in the absence of the Secretary.
- c. In the case of resignation of the Chair, assumes the office of Chair until the Policy Council elects a permanent Chair.
- d. Chairs the Bylaws Committee.
- e. Notes whether a quorum is present.
- f. Receives notice from Policy Council Representatives when a member will be absent from a meeting.
- g. Maintains records of Policy Council member attendance and reports to the Policy Council Chair when a representative has three (3) absences.
- h. A Vice-Chair who fails to perform his/her duties may be removed from office by a 2/3 vote of members in attendance at the Policy Council meeting.

3. Secretary

- a. Keeps a Policy Council notebook that includes: A copy of the Bylaws, a copy of the current Policy Council member list, and the agenda and minutes for the last twelve (12) months.
- b. Ensures that the Policy Council notebook is available at all Policy Council meetings.
 - a. The Policy Council notebook is stored in the Policy Council's locked cabinet.
- c. Assist chair as Time keeper.
- d. A Secretary who fails to perform his/her duties may be removed from office by a 2/3 vote of members in attendance at the Policy Council meeting.

4. Treasurer

- a. Reviews and signs all travel and childcare reports.
- b. Keeps an accurate record of the Policy Council's expenditures.
- c. Distributes an itemized budget report covering all Policy Council expenditures.
- d. Chairs the Policy Council Budget Committee.
- e. A Treasurer who fails to perform his/her duties may be removed from office by a 2/3 vote of members in attendance at the Policy Council meeting.

Section IV – Delegates

1. State Representative to the Idaho Head Start Association (IHSA)

- a. One Delegate is elected for a one-year term.
- b. The Delegate must be a current or past Head Start parent or legal guardian **and** Policy Council Representative at the time they are elected.
- c. Delegates may serve up to two, one-year terms.
- d. One State Representative Alternate shall be elected who is a current or past Head Start parent or legal guardian with voting rights in the absence of the Delegate.
 - i. The State Representative Alternate will automatically fill the Delegate's vacancy if needed for the remainder of the elected term. A new State Representative Alternate will be elected to finish the current term.
- e. Election of the State Representative Delegate and the State Representative Alternate occurs prior to the annual IHSA membership meeting.
- f. Term of office shall be one year.
- g. Duties of the Delegate include, but are not limited to:

- i. Attend all Policy Council meetings.
- ii. Attend all funded State meetings.
- iii. Provide a written and oral report to the Policy Council following each State meeting.
- iv. Attend other meetings as needed with administration, staff, and Policy Council representatives.
- h. A State Representative Delegate or State Representative Alternate who fails to perform his/her duties may be removed from position by a 2/3 vote of members in attendance at the Policy Council meeting.

ARTICLE V Committees

Representatives select committees to serve on at the Committee Meeting Session prior to the October Policy Council meeting. When representatives/officers change, the committee roster is updated by the Staff Recorder. Should those Policy Council Representatives required to attend the committee meeting not attend, the committee's work will be brought to the regular Policy Council meeting and discussed during Committee Reports.

Section I Personnel Committees

1. Center Personnel Committee: Policy Council Representatives and/or Center Parent Representatives are involved in the interview and selection process for hiring staff.
2. Executive Personnel Committee: This committee shall consist of at least three (3) Policy Council representatives including the Chair and is called by the Head Start Director as needed.

Section II ERSEA (Eligibility, Recruitment, Selection, Enrollment, Attendance) Committee

1. Committee shall consist of ERSEA Manager and at least three (3) Policy Council representatives.
2. The committee shall design the recruitment and enrollment criteria that includes the criteria for selection of families, to be used for enrolling families in the Head Start program.

Section III Program Self-Assessment Committee

1. Committee consists of all Head Start administrative staff and at least two (2) Policy Council Representatives.
2. Members will attend Self-Assessment training prior to conducting the program self-assessment.

~~*Section IV Grant Planning Committee*~~

- ~~1. Consists of the Administration Team, (1) one staff representative from each center, at least (3) Policy Council representatives, (1) one of, which must represent a rural program serving less than twenty three (23) families, as voting representatives.~~
- ~~2. This committee meets up to three (3) times a year to plan the grant for the next program year.~~
- ~~3. Grant Planning reports are presented to Policy Council.~~

Section IV Bylaws Committee

1. Consist of at least three (3) Policy Council representatives.
2. Consist of Policy Council Vice-Chair and Policy Council Representatives.
3. Meets at least once during the program year and when needed to review all Bylaws and make recommendations for revision.

Section VI Program Policies Committee

1. Consist of all administrative team, designated staff from each component and at least three (3) Policy Council representatives.
2. This committee meets semi-annually to review changes and make recommendations for the following year.

Section VII Policy Council Budget Committee

1. Consists of Policy Council Treasurer as chair, two current parent representatives, and the Head Start Director.
2. Complete an inclusive Policy Council budget with categories covering all areas of expenditures and present to the Council.
3. Meet to update budget at the beginning of each fiscal year.
4. Review center strategic planning and make recommendations to allocate resources as needed and available.
5. Review and update, as needed, the Policy Council Childcare and Transportation Policy.

Section VIII Nutrition Committee

1. Consist of Nutrition Manager, Registered Dietician, and at least (3) Policy Council representatives.
2. This committee meets semi-annually to review standardized menus, Center Parent Committee feedback, CACFP requirements, and make recommendations.

~~*Section VIII Scholarships and Awards Committee*~~

- ~~1. Consists of Policy Council Chair, Staff Development Committee Chair and Staff Development Committee Scholarships and Awards sub-committee members.~~
- ~~2. Reviews all applications for Scholarships and Awards.~~
- ~~3. Selects all finalist applications.~~
 - ~~a. The program submits the selected finalists to the respective Head Start Associations complying with their defined timelines.~~
- ~~4.1. Plans for recognition and celebrations for all applicants.~~

~~*Section VIII Special Committees*~~

1. The chairperson or Policy Council appoints special Committees as the need arises. Membership of Special Committees may include Center Parent Representatives.

ARTICLE VI Conflict of Interest

The purpose of the following policy and procedures is to prevent the personal interest of staff members, board members, and volunteers from interfering with the performance of their duties to North Idaho College Head Start (NICHHS), or result in personal financial, professional, or political gain on the part of such persons at the expense of or its members, supporters, and other stakeholders.

Definitions:

- a. *Conflict of Interest* (also Conflict) means a conflict, or the appearance of a conflict, between the private interests and official responsibilities of a Policy Council Representative.

Procedures:

Full disclosure, by notice in writing, shall be made by the interested parties to the full Policy Council in all conflicts of interest, including but not limited to the following:

- a. *A Policy Council Representative is related to a staff member by blood, marriage or domestic partnership.*
- b. *A Policy Council Representative stands to benefit from an NICHS transaction receives payment from NICHS for any subcontract, goods, or services other than reimbursement for reasonable expenses incurred as provided in the bylaws and NICHS policy.*
- c. *A Policy Council Representative who is formally considering employment with NICHS must notify the Policy Council Chair (or Vice-chair if it is the Chair) and will not participate on the hiring committee nor as a voting member during the specific Policy Council meeting when hiring for said position and are excluded from the room during the discussion and vote. Employee status terminates their membership as a Policy Council Representative, except for parents who occasionally substitute as staff.*

Following full disclosure of a possible conflict of interest or any condition listed above, the Policy Council shall determine whether a conflict of interest exists and, if so the Policy Council shall vote to authorize or reject the transaction or take any other action deemed necessary to address the conflict and protect NICHS's best interests.

This *Conflict of Interest* policy, as part of the Policy Council Bylaws, is given to all Policy Council Representatives, through the Policy Council notebooks. The Policy Council Bylaws are also available through the Program's Policies and Procedures located on the NIC Head Start SharePoint site.

ARTICLE VII Grievance Procedure

If a grievance is brought to Policy Council, the Policy Council will work to resolve the grievance.

Should no resolution be met for the grievance, then the Policy Council Chair will present the grievance to the North Idaho College Board Liaison as designated by the Board of Trustees.

The North Idaho College Board Liaison will present the grievance to the North Idaho College Board of Trustees for action.

ARTICLE VIII Impasse Procedures

According to HSPPS 1301.6, to facilitate meaningful consultation and collaboration about decisions of the governing body and the policy council, each agency's governing body and policy council jointly must establish written procedures for resolving internal disputes between the governing board and policy council in a timely manner. The governing body considers proposed decisions from the policy council and the policy council considers proposed decision from the governing body.

If there is a disagreement, the governing body and the policy council notify the other in writing, within ten (10) days, why it does not accept a decision.

Head Start Grantees will notify the responsible ACF Regional Office as soon as possible, and no later than ten (10) days after becoming aware that there is a conflict between the Grantee agency and the Policy Council, especially those which, if not resolved, could lead to termination, or denial of refunding, of the Head Start grant.

Recognizing there is an impasse, the Grantee and the Policy Council, should, within 10 days, submit the dispute to the offices of a mutually agreeable 3rd party mediator. The Regional Office will be informed of the selection of a mediator and the time and location of the meetings. The Grantee and the Policy Council are expected to attend any meetings requested by the mediator.

If the conflict relates to the Grantee's refunding, the mediation process must be completed 15 days prior to the Grantee's refunding date unless the mediator has indicated to the Regional Office, in writing, that additional time for mediation will likely result in a successful resolution of the conflict which case the Regional Administrator may consider whether an extension may be granted for the submission deadline of the Head Start grant application. The refusal of either party to engage in a mediation process shall be taken into consideration by the ACF Regional Office in determining what course of action is warranted. If no resolution is reached with the mediator, the Governing Body and Policy Council must select a mutually agreeable arbitrator whose decision is final.

ARTICLE IX Amendments

These Bylaws will be reviewed annually by the Bylaws Committee and presented to Policy Council and the Grantee Board of Trustees for approval.

These Bylaws may be amended by sending a copy of the proposed amendment to each Policy Council member at least one (1) week before the meeting in which the amendments are considered. Amendments must be approved by a quorum of the Policy Council.

Policy Council Approval ~~September 18, 2020~~ September 17, 2021

North Idaho College Board of Trustees Approval: ~~December 16, 2020~~

BOARD OF TRUSTEES MEETING
October 27, 2021

TAB 4

SUBJECT

Dormitory Housing Commission of North Idaho College

BACKGROUND

The Dormitory Housing Commission (DHC) of North Idaho College was established on June 9, 1958 through a resolution issued by the North Idaho College Board of Trustees.

Per Idaho Code 33-2125 a DHC can issue bonds or refund bonds for any of its corporate purposes. Neither the commissioners nor any person executing the bonds shall be personally liable on the bonds. Additionally, the bonds shall not be a debt or liability, direct or indirect, of the college, the state or any political subdivision thereof. The bonds are payable only out of the funds of the commission. However, as long as there is a student union building or student center, a fee for the use and availability of that center is to be imposed upon each student in attendance at the college (33-2137). The amount of that fee shall be fixed from time to time by the board of trustees of the college.

The DHC of NIC has completed three construction projects through the issuance of bonds: Edminster Student Union Building, Residence Hall, Student Wellness and Recreation Center.

<i>Issue</i>	<i>Purpose</i>	<i>Length</i>	<i>Status</i>	<i>Original Principle</i>	<i>Average Annual Debt Service</i>
Series 1997	Student Union Improvements	30 year	Refunded 2008	\$4,995,000	\$170K
Series 2001	Residence Hall	30 year	Refunded 2012	\$5,880,000	\$200K
Series 2008	Student Union Improvements	8 year	Paid in full 2016	\$3,155,000	\$400K
Series 2012	Residence Hall	10 year	Paid in full 2022	\$4,795,000	\$480K
Series 2016	Student Wellness and Recreation	30 year	Active	\$7,950,000	\$500K

DISCUSSION

In March, 2012, the Series 2001 Resident Hall bonds were reissued with accelerated payments, creating a \$2M savings in interest expense. In order to successfully capture the interest savings offered by the re-financing of the Series 2001 bonds, the by-laws of the commission were amended and restated. In this revised by-law, the purpose of the commission is stated to "erect, construct and finance dormitory facilities at North Idaho Junior College pursuant to Sections 33-2122 to 33-2141, inclusive, Idaho Code and to exercise all powers therein conferred upon the Commission. There was also a revised fee agreement that pledged the net revenues of the Student Union as additional support for the re-financed bonds.

This was an important shift in the structure of DHC bonds because it cross-pledged the revenues from the different DHC projects to any and all outstanding bonds. When the Series 2008 Union bonds were paid in full, the revenues from the union operations (including student fees) were pledged to the 2012 Residence Hall bonds. With the additional issue of the 2016 Student Wellness and Recreation bonds, the net revenues of all three operations were tied together and pledged toward the payment of any and all obligations of the DHC.

In the current fiscal year, outstanding debt consists of a final payment of principle and interest on the Residence Hall (total of \$309,300, \$300,000 of which is principle) as well as the final interest only payment on the Student Recreation Center (\$279,856). In fiscal year 2023, principle payments will start on this bond and annual debt service will be approximately \$500,000 per year (principle and interest combined).

In the bond documents for the Student Rec Center bonds it is stated that the Bonds are "special obligations of the Commission payable solely from and secured by a pledge of the student union fee and net revenues derived of a student union building and dormitory building." It also states that "the bonds do not constitute a general, special, or moral obligation of the College, State of Idaho or any other subdivision of the state."

The amended and restated fee agreement follows:

NIC agrees to continue to set and collect from each student enrolled at NIC the Student Union Fee as a component of the Student Fees imposed by the Board. The Student Union Fee is hereby set for \$180 per semester for the 2016-21 school year, which amount shall not be diminished or decreased while any Obligations are outstanding unless (i) Student Union Fees, calculated using the proposed reduced fee amount for the two immediately preceding Fiscal Years would have been equal at least 175% of the maximum annual debt service on the outstanding Obligations, as certified by the Vice President of Finance and Business Affairs, and (ii) there exists no default on any of the obligations."

In addition to the fee agreement, the college has signed a ground lease which allows the DHC to own and operate the student recreation center on NIC's property. The term of the lease is 99 years. Upon repayment in full of the bonds issued to finance and refinance the Recreation Center, the Lease shall be terminable by the landlord at any time upon sixty days' notice.

Due to enrollment decreases since fiscal year 2017, the annual fee revenue from the student service fee has declined. In FY2016, the fees collected were \$1.12M and in FY2021 they were \$859K – a 23.5% decrease. During this time the Commission outsourced the bookstore and food service to third-party vendors to reduce the cost and increase the amount of pledged revenues. In addition, the Commission put on hold much of the maintenance and furniture and equipment replacement scheduled. After debt service payments, the Commission recognized a net loss from operations of \$193K, \$130K and \$90k in FY2019, FY2020 and FY2021. This required the Commission to use fund balance to meet the necessary 1.25 coverage ratio. A total of \$1.415M of fund balance support has been allocated to coverage since 2017 with an average of \$283K per year.

The Series 2012 (Residence Hall) bonds will be paid off in FY2022, leaving the DHC with only the debt service for the Student Recreation Center, which averages approximately \$500,000 per year. This is approximately half of what debt service was from 2017 to 2021. With this new debt service amount, the current fee rate of \$180 per semester per full time

student will produce enough fee revenue to exceed the required coverage ratio by \$200K. These excess funds and the net revenues from the Residence Hall are currently planned to be spent on the repairs, maintenance and replacements deferred during the prior five years.

Should the commission default on any of the requirements of the bonds and not remedy them, the books, accounts and all records of the Commission shall be subject to inspection by and use of the Trustee (US Bank).

COMMITTEE ACTION

None

FINANCIAL IMPACT

None

REQUESTED BOARD ACTION

No Action. This is being presented as information for the Board.

Prepared by

Sarah Garcia
Secretary of the Dormitory Housing Commission

Chris Martin
Vice President for Finance and Business Affairs

GROUND LEASE

THIS GROUND LEASE (this "**Lease**") is made and entered into effective February 25, 2016, by and between NORTH IDAHO COLLEGE, a community college organized and existing under the laws of the State of Idaho, whose address is 1000 W. Garden Avenue, Coeur d'Alene, Idaho 83814 (referred to hereinafter "**Landlord**"), and the DORMITORY HOUSING COMMISSION OF NORTH IDAHO COLLEGE, whose address is 1000 W. Garden Avenue, Coeur d'Alene, Idaho 83814 (hereinafter "**Tenant**").

For and in consideration of the rental and covenants and agreements hereinafter set forth to be kept and performed by the parties, Landlord hereby leases to Tenant and Tenant hereby leases from Landlord the real property herein described for the term, at the rent, and subject to and upon all of the terms, covenants and agreements hereinafter set forth.

1. Premises. Landlord hereby leases to Tenant and Tenant hereby leases from Landlord, that certain real property located in the County of Kootenai, State of Idaho, the legal description of which is set forth on **Exhibit "A,"** attached hereto and incorporated herein by reference, together with all rights, privileges, easements and appurtenances, if any, in adjoining and adjacent land (hereinafter, the "**Premises**"). As used in this Lease the term "**Premises**" shall mean the real property described in Exhibit A, plus any easements and appurtenances thereto, exclusive of any improvements now or hereafter located on the Premises, notwithstanding that any such improvements may or shall be construed as affixed to and as constituting part of the real property and without regard to whether such improvements are owned by Landlord or Tenant.

2. Use.

2.1 Permissible Uses. The Tenant will construct and own the student recreation center (the "**Recreation Center**") to be situated upon the Premises as part of the facilities operated and maintained by the Landlord, pursuant to that certain Amended and Restated Agreement for Student Union Building Revenues, Student Dormitory Revenues and Student Union Fees dated March 22, 2012, between Landlord and Tenant, as amended by the First Amendment to the Amended and Restated Agreement for Student Union Building Revenues, Student Dormitory Revenues and Student Union Fees dated February 25, 2016 (the "**Agreement Regarding Revenues**"), and the Premises shall be used for such purposes of the Landlord.

2.2 Compliance With Law. Tenant shall not use the Premises or permit anything to be done in or about the Premises which will in anyway conflict with the laws, statutes, zoning restrictions, ordinances or governmental rules or regulations, college rules or requirements of any duly constituted public authorities now in force or which may hereafter be enacted or promulgated. Tenant shall at its sole cost and expense promptly comply with all laws, statutes, ordinances and governmental rules, regulations or requirements now in force or which

may hereafter be in force and with the requirements of any board of fire underwriters or other similar body now or hereafter constituted relating to or affecting the condition, use or occupancy of the Premises.

2.3 Environmental Laws. As used herein, "**Hazardous Material**" means any substance that is or becomes regulated under any federal, state or local statute, ordinance, rule, regulation or other law now or hereafter in effect pertaining to environmental protection, contamination or cleanup (collectively, "**Environmental Laws**"). Tenant agrees that during the term of this Lease, Hazardous Materials will not be generated, processed, stored, transported, handled or disposed of on the Premises, except in accordance with all Environmental Laws. Tenant shall immediately notify Landlord if it becomes aware of any alleged or actual violation of any Environmental Laws related to the Premises. Tenant will, at its sole expense, take all action necessary to comply with all Environmental Laws (including without limitation, any removal, clean-up, containment and remedial actions). Landlord hereby represents and warrants that no Hazardous Materials have been used on or about the Premises and that Landlord has no knowledge of any action pending or threatened against the Premises with respect to any environmental clean-up, violations or damages.

3. Term. The term of this Lease shall commence on _____ and shall continue for a period of ninety-nine (99) years, terminating on _____ ("**Initial Term**") unless terminated by the parties as provided herein. Upon repayment in full of the Bonds issued to finance and refinance the Recreation Center, the Lease shall be terminable by the Landlord at any time, upon sixty (60) days' notice.

4. Rent. Tenant shall pay no monetary rent hereunder. Consideration for the lease of the Premises to the Tenant hereunder shall be the provision by the Tenant of the improvements situate on the Premises, consisting of the Recreation Center to be constructed, owned, operated and maintained by the Landlord, for the use by Landlord's students.

5. Utilities. Pursuant to the Agreement Regarding Revenues and from funds of the Recreation Center, Tenant shall pay prior to delinquency for all water, gas, heat, light, power, telephone, sewage, air conditioning and ventilating, janitorial, landscaping and all other materials and utilities, if any, supplied to the Premises. Tenant shall be responsible for obtaining all necessary sewer and water permits. Tenant shall be responsible for the construction and maintenance of any and all sewer and water facilities to serve any improvements on the Premises.

6. Taxation.

6.1 Payment of Real Property Taxes. During the term of this Lease, pursuant to the Agreement Regarding Revenues, Landlord shall pay all real property taxes levied against the Premises.

6.2 Personal Property Taxes. Pursuant to the Agreement Regarding Revenues, Tenant shall be responsible for and shall pay prior to delinquency all taxes assessed against and levied upon trade fixtures, furnishings, equipment and all other personal property of Tenant located on the Premises or elsewhere. When possible, Tenant shall cause said trade fixtures, furnishings, equipment and all other personal property to be assessed and billed separately from the real property of Landlord.

7. Construction.

7.1 Tenant's Development Plans. Landlord acknowledges and agrees that Tenant may improve the Premises for any use permitted hereunder. Tenant shall be responsible to pull all licenses and permits required under applicable laws. Landlord hereby agrees to cooperate with Tenant in obtaining all necessary permits and licenses, including but not limited to, any necessary sewer and building permits.

7.2 Improvements. During the term, Tenant shall have access to the Premises to construct or otherwise make improvements on any part or all of the Premises. Prior to any commencement of construction, Tenant shall provide the plans and specifications detailing the proposed construction (the "**Plans**") to the Landlord. Within sixty (60) days of receipt of the Plans from Tenant, Landlord shall approve or deny such Plans in a writing delivered to Tenant. If Landlord denies the Plans, it shall provide reasonable recommendations for the Plans that Landlord would approve. Failure of Landlord to respond within the sixty (60) days of receipt of the Plans will constitute an approval.

7.3 Completion of Construction and Alteration. Once any work of construction, alteration or improvement has begun on the Premises, Tenant shall with reasonable diligence, and prosecute the same to conclusion. All construction, alteration and work of improvement shall be performed in good and workmanlike manner and shall comply with all applicable governmental permits and laws.

7.4 Mortgaging Tenant's Estate. Tenant shall NOT have the right, at any time during the term of this Lease to mortgage or hypothecate all or any portion of the leasehold estate of Tenant created under this Lease.

7.5 Liens. Tenant shall keep the Premises and any improvements thereon free from any liens arising out of work performed, materials furnished or obligations incurred by Tenant, except for liens it is challenging and such challenges shall be pursued timely, and Tenant shall indemnify, hold harmless and defend Landlord from any liens and encumbrances arising out of any work performed or materials delivered by materialmen and for labor of services performed, or goods delivered, at the instance or request of Tenant. Tenant shall defend at its own expense any such suits and shall discharge and satisfy any judgments taken on account of claims of lien filed by mechanics or materialmen for work ordered by Tenant. Landlord shall have the right at all times to post and keep posted on the Premises any notices permitted or required by law, or which Landlord shall deem proper, for the protection of Landlord and the

Premises, and any other party having an interest therein, from mechanics' and materialmen's liens.

7.6 Surrender of Premises; Title to Improvements. Fee title to any improvements placed on the Premises by Tenant during the term of this Lease, even though a part of the realty, shall be and remain in Tenant during the term of this Lease. Upon the expiration of the term or termination of this Lease, all improvements then existing upon the Premises become part of the real property and the property of the Landlord.

8. Maintenance and Repairs, Alterations and Additions.

8.1 Landlord's Obligations. Throughout the term of this Lease, Tenant shall keep in good order, condition and repair the Premises and, as agent of the Landlord pursuant to the Agreement Regarding Revenues, shall keep in good order, condition and repair the improvements and except as otherwise provided herein every part thereof, structural or non-structural, and all adjacent sidewalks, landscaping, driveways, parking lots, fences, and signs located adjacent to or included within the Premises, if any.

8.2 Alterations and Additions. All underground utilities, at the expiration or earlier termination of the Lease, shall become the property of Landlord and remain upon and be surrendered with the Premises. All Tenant's personal property, business and trade fixtures, vaults, cabinetwork, furniture, movable partitions, machinery and equipment, regardless of how affixed to the Premises, shall remain the property of Tenant and may be removed by Tenant at any time during the Initial Term.

9. Insurance.

9.1 Liability Insurance. Landlord shall, pursuant to the Agreement Regarding Revenues, procure and maintain at all times during the term of this Lease a policy of commercial general public liability insurance insuring Landlord and Tenant against any liability arising out of the ownership, use, occupancy, or maintenance of the Premises and appurtenant areas. Landlord shall have the right to provide such insurance coverage pursuant to blanket policies obtained by Landlord provided such blanket policies expressly afford coverage to the Premises, the improvements and to Tenant as required by this Lease.

9.2 Fire Insurance. Landlord shall, pursuant to the Agreement Regarding Revenues, maintain on the improvements on the Premises a policy of standard fire and extended coverage insurance with vandalism and malicious mischief endorsements, to the extent of at least full repair or replacement value. The insurance policy shall be issued in the names of Landlord and Tenant. Such policies shall also provide that they will not be cancelled or materially changed except after ten (10) days' notice to Landlord and Tenant.

9.3 Insured Casualty - Proceeds Available. If during the term of this Lease, the improvements on the Premises, which include all items owned by Tenant, are damaged or

destroyed totally or partially, Tenant shall have the right to determine not to rebuild; provided, however, if Tenant decides not to rebuild, Tenant shall, repay all indebtedness related to the Recreation Center and, within a reasonable time, totally demolish and remove all improvements located thereon and shall leave the Premises in a clean and safe condition upon the termination of this Lease. If Tenant does not rebuild and provided it demolishes and removes the improvements and leaves the Premises in a clean and safe condition as required above, Tenant shall have the right to terminate this Lease and keep all insurance proceeds available. If Tenant decides to rebuild the improvements located on the Premises, Tenant shall do so in a commercially reasonable and timely manner.

10. Indemnity

10.1 Tenant's Indemnity. Tenant shall defend and indemnify Landlord and save Landlord harmless from and against any and all suits, actions, damages, claims, penalties, liabilities and expenses in connection with loss of life, bodily or personal injury, property damage or violation of law accruing during the term and to the extent arising from or out of the occupancy or use by Tenant of the Premises or any part thereof, or occasioned wholly or in part by any act or omission of Tenant, its agents, contractors, employees, servants, licensees or concessionaires, including but not limited to Tenant's obligations under paragraph 2.4 hereof. In no event will Tenant be liable for such damages caused by the negligence of Landlord, its agents, contractors, employees, servants, invitees, licensees. This section shall survive termination of this Lease.

10.2 Landlord's Indemnity. Landlord shall defend and indemnify Tenant and save Tenant harmless from and against any and all suits, actions, damages, claims, penalties, liabilities and expenses in connection with loss of life, bodily or personal injury, property damage or violation of law accruing during the term and to the extent arising from or out of the occupancy or use by Landlord of the Premises or any part thereof, or occasioned wholly or in part by any act or omission of Landlord, its agents, contractors, employees, servants, licensees or concessionaires. In no event will Landlord be liable for such damages caused by the negligence of Tenant, other tenants or their agents, contractors, employees, servants, invitees, licensees. This section shall survive termination of this Lease.

11. Condemnation.

11.1 Definitions. The following words and phrases shall have the following meanings for the purposes of this paragraph:

(a) "Condemnation" means (i) the exercise of any governmental power, whether by legal proceedings or otherwise, by a condemnor, and (ii) a voluntary sale or transfer by Landlord to any condemnor, either under threat of condemnation or while legal proceedings are pending.

(b) "Award" means all compensation, sums, or anything of value awarded, paid or received on a total or partial condemnation.

(c) "Condemnor" means any public or quasi-public authority, or private corporation or individual, having the power of condemnation.

11.2 Condemnation. If, during the term, there is any condemnation of all or more than fifty percent (50%) of the Premises, Tenant may terminate this Lease upon thirty (30) days written notice to Landlord.

11.3 Distribution of Award. The condemnation award shall be apportioned between Landlord and Tenant as follows:

(a) For the Tenant: that amount of said award attributable to the value of the improvements created by Tenant, then existing on the Premises, the value of any trade fixtures and equipment, and severance damages. Such proceeds shall be applied first to repay all indebtedness related to the Recreation Center.

(b) For Landlord: the remainder of said award.

12. Assignment and Subletting.

12.1 Assignment. Tenant shall not have the right at any time during the Initial Term to assign, sell, or otherwise transfer Tenant's interest in whole or in part of this Lease.

12.2 Right to Sublet. Tenant shall not have the right at any time during the Initial Term to sublet all or any part or parts of the Premises, without the prior written consent of Landlord.

13. Default - Remedies.

13.1 Default by Tenant. The occurrence of any of the following shall constitute a material default and breach of this Lease by Tenant:

(a) Any failure by Tenant to pay any monetary sums required to be paid hereunder, where such failure continues for thirty (30) days after written notice thereof.

(b) A failure by Tenant to observe and perform any provision of this Lease to be observed or performed by Tenant, where such failure continues for thirty (30) days after written notice thereof by Landlord to Tenant; provided, however, that if the nature of such default is such that the same cannot reasonably be cured within such thirty (30) day period, Tenant shall not be deemed to be in default if Tenant shall within such period commence such cure and thereafter diligently prosecute the same to completion.

13.2 Remedies. In the event of any default or breach by Tenant described in paragraph 13.1, Landlord may at any time thereafter, with or without notice and demand and without limiting Landlord in the exercise of any right or remedy at law or in equity which Landlord may have by reason of such default or breach: Maintain this Lease in full force and effect and recover the monetary charges as they become due, without terminating Tenant's right to possession, irrespective of whether Tenant shall have abandoned the Premises. In the event Landlord elects not to terminate the Lease, Landlord shall have the right to attempt to re-let the Premises at such rent and upon such conditions and for such a term, and to do all acts necessary to maintain or preserve the Premises as Landlord deems reasonable and necessary without being deemed to have elected to terminate the Lease including removal of all persons and property from the Premises; such property may be removed and stored in a public warehouse or elsewhere at the cost of and for the account of Tenant. In the event any such re-letting occurs, this Lease shall terminate automatically upon the new Tenant taking possession of the Premises. Notwithstanding that Landlord fails to elect to terminate the Lease initially, Landlord at any time during the term of this Lease may elect to terminate this Lease by virtue of such previous default by Tenant.

13.3 Default by Landlord. Landlord shall not be in default unless Landlord fails to perform the obligations required of Landlord within thirty (30) days after written notice specifying wherein Landlord has failed to perform such obligation; provided, however, that if the nature of Landlord's obligation is such that more than thirty (30) days are required for performance, then Landlord shall not be in default if Landlord commences performance within such thirty (30) days period and thereafter diligently prosecutes the same to completion. If Landlord shall be in default on its obligations under this Lease to pay any sum of money or to perform any other act hereunder and if such default is not cured as provided herein, Tenant may, but shall not be obligated to make any such payment or perform any such act on Landlord's part without waiving its right based upon any default of Landlord and without releasing Landlord from any obligations hereunder and any payments or costs incurred thereby by Tenant shall be reimbursed by Landlord.

13.4 Unavoidable Default or Delay. Any prevention, delay, nonperformance or stoppage due to any of the following causes shall excuse nonperformance by Landlord or Tenant for a period equal to any such prevention, delay, nonperformance or stoppage, provided that the obligations imposed by this Lease for the payment of maintenance and operation expenses, taxes and insurance shall not be excused except to the extent that may be required by law: strikes, lockouts, labor disputes, failure of power, acts of God, acts of public enemies of this state or of the United States, riots, insurrections, civil commotion, inability (using diligent and reasonable effort) to obtain labor or materials or reasonable substitutes for either, governmental restrictions or regulations or controls (except those reasonably foreseeable in connection with the uses contemplated by this Lease), casualties not contemplated by insurance provisions of this Lease, or other causes beyond the reasonable control of the party obligated to perform.

14. Notices. Wherever this Lease provides for notices, communications or demands, between the parties or wherever the law requires or gives the right of serving any notice, the

same shall be served by registered or certified mail addressed to Landlord and Tenant at the addresses included on the first page of this Lease. Landlord and Tenant may at any time change the place of receiving notices by written notice of such change to the other.

15. Miscellaneous Provisions.

15.1 Captions; Attachments; Defined Terms.

(a) The captions of the paragraphs of this Lease are for convenience only and shall not be deemed to be relevant in resolving any question of interpretation or construction of any section of this Lease.

(b) The following are attached hereto, and are deemed by attachment to constitute part of this Lease and are incorporated herein by this reference: Exhibit "A"-Property Description.

(c) The words "Landlord" and "Tenant," as used herein, shall include the plural as well as the singular. Words used in neuter gender include the masculine and feminine and words in the masculine or feminine gender include the neuter. If there be more than one Landlord or Tenant, the obligations hereunder imposed upon Landlord or Tenant shall be joint and several.

15.2 Entire Agreement. This instrument along with any exhibits and attachments hereto constitutes the entire integrated agreement between Landlord and Tenant relative to the Premises and this Lease and the exhibits and attachments may be altered, amended or revoked only by an instrument in writing signed by both Landlord and Tenant. Landlord and Tenant agree hereby that all prior or contemporaneous oral agreements between and among themselves and their agents or representatives relative to the leasing of the Premises are merged in or revoked by this Lease.

15.3 Severability. If any term or provision of this Lease shall to any extent, be determined by a court of competent jurisdiction to be invalid or unenforceable, the remainder of this Lease shall not be affected thereby, and each term and provision of this Lease shall be valid and be enforceable to the fullest extent permitted by law.

15.4 Costs of Suit. If Tenant or Landlord shall bring any action for any relief against the other, declaratory or otherwise, arising out of this Lease, including any suit by Landlord for the recovery of possession of the Premises, the losing party shall pay the successful party a reasonable sum for attorneys' fees which shall be deemed to have accrued on the commencement of such action and shall be paid whether or not such action is prosecuted to judgment.

15.5 Time; Joint and Several Liability. Time is of the essence of this Lease and each and every provision hereof. All the terms, covenants and conditions contained in this Lease to be performed by either party, if such party shall consist of more than one person or

organization, shall be deemed to be joint and several, and all rights and remedies of the parties shall be cumulative and non-exclusive of any other remedy at law or in equity.

15.6 Binding Effect; Choice of Law. The parties hereto agree that all the provisions hereof are to be construed as both covenants and conditions as though the words importing such covenants and conditions were used in each separate paragraph hereof; subject to any provisions hereof restricting assignment or subletting by Tenant, all of the provisions hereof shall bind and inure to the benefit of the parties hereto and their respective heirs, legal representatives, successors and assigns. This Lease shall be governed by and construed in accordance with the laws of the State of Idaho.

15.7 Waiver. No covenant, term or condition or the breach thereof shall be deemed waived, except by written consent of the party against whom the waiver is claimed, and any waiver or the breach of any covenant, term or condition shall not be deemed to be a waiver of any preceding or succeeding breach of the same or any other covenant, term or condition. Acceptance by Landlord of any performance by Tenant after the time the same shall have become due shall not constitute a waiver by Landlord of the breach or default of any covenant, term or condition unless otherwise expressly agreed to by Landlord in writing.

15.8 Surrender of Premises. The voluntary or other surrender of this Lease by Tenant, or a mutual cancellation thereof, shall not work as a merger, and shall, at the option of the Landlord, terminate all or any existing subleases or subtenancies, or may, at the option of Landlord, operate as an assignment to it or any or all such subleases or subtenancies.

15.9 Holding Over. If Tenant remains in possession of all or any part of the Premises after the expiration of the term hereof, with or without the express or implied consent of the Landlord, such tenancy shall be from month to month only, and not a renewal hereof or an extension for any further term, and in such case, rent and other monetary sums due hereunder shall be payable in the amount and at the time specified in this Lease and such month to month tenancy shall be subject to every other term, covenant and agreement contained herein.

15.10 Reasonable Consent. Except as limited elsewhere in this Lease, wherever in this Lease, Landlord or Tenant is required to give its consent or approval to any action on the part of the other, such consent or approval shall not be unreasonably withheld. In the event of failure to give any such consent, the other party shall be entitled to specific performance at law and shall have such other remedies as are reserved to it under this Lease. In no event shall Landlord or Tenant be responsible in monetary damages for failure to give consent unless said consent is withheld maliciously or in bad faith.

IN WITNESS WHEREOF, the Landlord and Tenant have executed this Lease the date and year first above written.

LANDLORD:

NORTH IDAHO COLLEGE

By: L.B. Howard
Trustee Chairman

TENANT:

DORMITORY HOUSING COMMISSION OF
NORTH IDAHO COLLEGE

By: J. Mancuso
Its: Chair

EXHIBIT A

Premises

A Portion of Lots 20, 21, 22 and Lot 23, Fort Sherman Abandoned Military Reservation, Book B, Page 153, records of Kootenai County, in the South Half of Section 14, Township 50 North, Range 4 West, B.M., in the City of Coeur d'Alene, Kootenai County, Idaho, as depicted by **Bold Line** on the December 11, 2015 Exhibit entitled, "**Proposed Base Bid site Plan,**" by ALSC Architects;

Less that portion depicted in the right-of-way of River Avenue; containing approximately 2.05 acres, more or less.