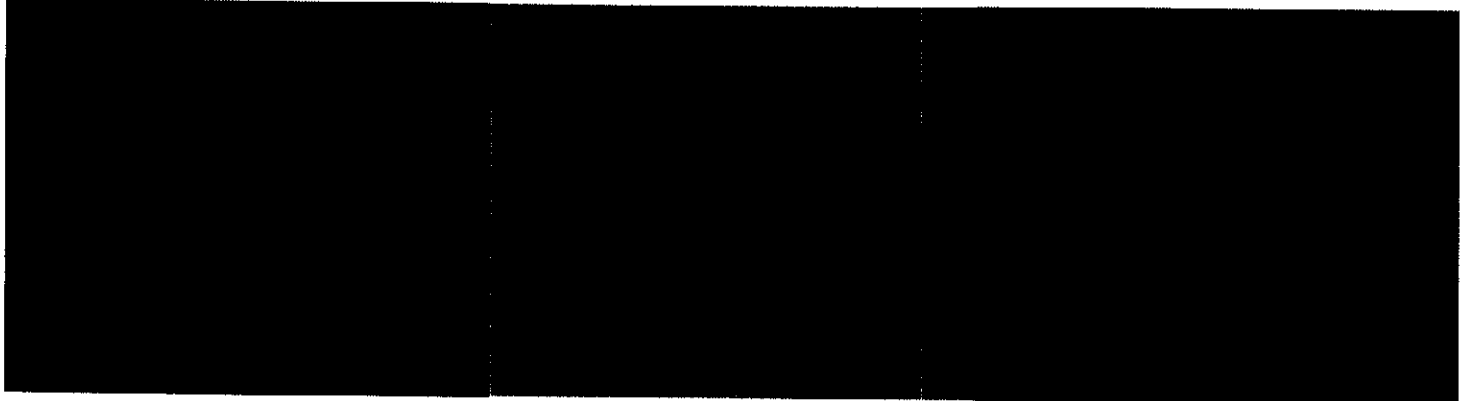




THREE DECADES OF DEDICATION TO STRENGTHENING LEADERSHIP IN HIGHER EDUCATION



THROUGH SEARCHES FOR COLLEGE, UNIVERSITY PRESIDENTS AND SENIOR ADMINISTRATORS

ACADEMIC SEARCH

Januray 2, 2011

Patricia Land, Ed.D.
Acting District President
Edison State College

Dear Ms. Land,

On behalf of *Academic Search*, I write to express our interest in partnering with you on the recruitment of the next District President at Edison State College. *Academic Search's* breadth of experience, unique and methodical approach, and resources will assist you in finding and appointing a very successful candidate.

Academic Search specializes in searches for executive leaders in higher education and offers our clients the collective resources of our firm and our experience from conducting academic searches for over 30 years. What you can expect from us will be (1) access to a deep network of highly qualified candidates, (2) a proven process that values collaboration and is built on trust, (3) an intimate understanding of what makes a successful executive leader, and (4) a commitment to quality. This approach has proven to be highly successful as 95 percent of all candidates appointed in searches assisted by *Academic Search* during the last five years are still in office.

There are many excellent search firms, all with distinctive characteristics. What distinguishes us is apparent in our values and commitment to leadership on behalf of our clients, which extends to our commitment to leadership development. We are very proud of our relationship with our parent organization, the American Academic Leadership Institute (AALI) and delighted that the funds we provide to AALI provide leadership training for aspiring administrators and support for those who currently hold senior positions.

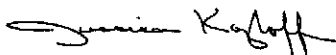
Yet another distinguishing characteristic is the number of senior consultants in our firm, all who have had significant careers in higher education prior to joining us. This breadth of experience allows us to carefully match our consultants to the campuses we serve, assuring our clients that our consultants understand their institution and have a broad network of contacts within a particular sector of higher education that can nominate potential applicants.

For this search, I have assigned Mr. John Hicks as our lead consultant. While Mr. Hicks is new to our firm, he has extensive experience in higher education. The attached proposal will provide additional background about Mr. Hicks' experiences.

I should also point out that we understand that our typical search process, outlined on pages 12-13, may need to be adjusted to fit your needs. We are quite willing to adjust our processes to meet the specific needs of different institutions and their culture.

Please let me know if you have additional questions. We are eager to assist you in this important search for the next District President at Edison State College.

Sincerely,



Jessica S. Kozloff, Ph. D.
President

Criteria 2- Experience

Academic Search is the nation's oldest search firm dedicated exclusively to the recruitment of senior executives for colleges and universities. Since 1976, *Academic Search* has been the leader in the design and implementation of search processes for higher education.

Academic Search, formerly Academic Search Consultation Services, has been in existence for nearly 35 years. The main office is located in Washington, D.C. while some consultants maintain individual offices around the nation. *Academic Search* is led by a President who directs the efforts of consultants, research assistants, and staff members.

Academic Search has built a dossier of premier clients and earned a reputation for integrity, efficiency, and confidentiality.

In addition, Academic Search has assisted the following institutions with presidential searches during the last five years:

Institution Name	Search Type	Year
Ablene Christian University	President	2010
Albion College	President/Chancellor	2007
Alma College	President	2010
American University of Afghanistan	President/Chancellor	2006
American University of Nigeria	President	2010
American University of Sharjah	President/Chancellor	2008
Appalachian College Association	President/Chancellor	2008
Assumption College	President/Chancellor	2007
Augsburg College	President/Chancellor	2006
Austin College	President	2009
Baker University	President/Chancellor	2006
Baptist Theological Seminary at Richmond	President/Chancellor	2007
Beloit College	President	2009
Bethany College	President/Chancellor	2007
Bethel College	President	2010
Black Hills State University	President/Chancellor	2006
Brethren Colleges Abroad	President/Chancellor	2006
Bridgewater College	President	2010
Buffalo State College	President	2010
Caldwell College	President	2009
Camden County College	President/Chancellor	2007
Cardinal Stritch University	President	2010
Carleton College	President	2010
Central College	President	2009
Chesapeake College	President/Chancellor	2008

City University	President/Chancellor	2006
Claremont Graduate University	President	2010
Colby-Sawyer College	President/Chancellor	2006
College of Idaho	President	2008
College of the Bahamas	President	2010
Corning Community College	President	2010
Culver-Stockton College	President	2009
Dauphin Island Sea Lab	President/Chancellor	2008
Delaware College of Art and Design	President	2009
Des Moines University	President	2010
Dickinson State University	President/Chancellor	2008
Eastern Connecticut State University	President/Chancellor	2006
Eastern Illinois University	President/Chancellor	2007
Elizabethtown College	President	2010
Elmhurst College	President/Chancellor	2008
Emory and Henry College	President/Chancellor	2006
Emporia State University	President/Chancellor	2006
Episcopal Divinity School	President	2009
Florida State University	President	2010
Foothill College	President/Chancellor	2007
Foothill-De Anza Community College District	Chancellor	2010
Fort Lewis College	President	2010
Franklin Pierce College	President	2009
Furman University	President	2009
Gallaudet University	President/Chancellor	2006
Garrett-Evangelical Theological Seminary	President/Chancellor	2006
George Washington University	President/Chancellor	2007
Goddard College	President	2010
Governors State University	President/Chancellor	2007
Greensboro College	President/Chancellor	2010
Gustavus Adolphus College	President/Chancellor	2008
Hartwick College	President/Chancellor	2008
Heldelberg College	President	2008
Higher Learning Commission	Executive Director	2008
Hilbert College	President/Chancellor	2006
Illiff School of Theology	President/Chancellor	2006
Indiana University-Purdue University Columbus	Vice Chancellor	2009
Institute for Study Abroad at Butler University	President/Chancellor	2007
Ivy Tech Community College of Indiana- Northeast	Chancellor	2010
Ivy Tech-Indianapolis	Chancellor	2010
Jefferson Community College	President/Chancellor	2007

Kansas State University	President	2009
Kentucky Council on Postsecondary Education	President/Chancellor	2007
Keuka College	President	2010
LaGrange College	President	2009
Lexington Theological Seminary	President	2008
Longwood University	President	2010
Louisburg College	President/Chancellor	2006
Lyon College	President	2009
Maine College of Art	President/Chancellor	2006
Marian University	President	2010
Marshall Community and Technical College	President/Chancellor	2007
Maryville College	President	2010
Medaille College	President/Chancellor	2007
Mercer University	President/Chancellor	2006
Mercyhurst College	President/Chancellor	2006
Methodist University	President	2010
Metropolitan State University	President/Chancellor	2008
Monroe Community College	President	2009
Montana State University	President	2010
Montgomery Community College	President/Chancellor	2006
Moravian College	President/Chancellor	2006
Mount Mercy College	President/Chancellor	2006
Nebraska Wesleyan University	President/Chancellor	2007
North Dakota State University	President	2010
Northeastern University	President/Chancellor	2006
Northern State University	President	2009
Northwest Florida State College	President	2010
Oberlin College	President/Chancellor	2007
Occidental College	President/Chancellor	2008
Ohio Dominican University	President	2010
Ohio Northern University	President	2010
Ohio Wesleyan University	President/Chancellor	2008
Olivet College	President	2010
Ottawa University	President/Chancellor	2006
Otterbein College	President/Chancellor	2008
Pasadena City College	Superintendent/President	2010
Peace College	President	2010
Pennsylvania Institute of Technology	President	2010
Randolph-Macon College	President/Chancellor	2006
Rockford College	President/Chancellor	2008
Rockford College	President/Chancellor	2006
Rocky Vista University	President	2009
Saint Martin's University	President/Chancellor	2008

Saint Michael's College	President/Chancellor	2006
Salem Academy and College	President/Chancellor	2006
Shenandoah University	President/Chancellor	2008
South Carolina State University	President/Chancellor	2008
South Dakota School of Mines and Technology	President/Chancellor	2008
South Dakota State University	President/Chancellor	2006
Stephens College	President	2009
Suffolk County Community College Ammerman Campus	President	2009
Sweet Briar College	President	2009
Tarleton State University	President/Chancellor	2008
Texas A & M University	President	2010
Texas A & M University - Commerce	President/Chancellor	2008
Texas A & M University - Kingsville	President/Chancellor	2008
Texas A & M University - Texarkana	President/Chancellor	2008
Texas Lutheran University	President/Chancellor	2007
Texas Southern University	President/Chancellor	2007
Texas Tech University	President	2008
The College of Wooster	President/Chancellor	2007
The Defiance College	President	2009
Thomas University	President/Chancellor	2006
Transylvania University	President	2010
Union College	President/Chancellor	2006
Union Theological Seminary	President/Chancellor	2008
University of Arizona	President/Chancellor	2006
University of Detroit Mercy	President	2010
University of Findlay	President	2010
University of Minnesota-Morris	Chancellor	2006
University of Minnesota-Rochester	President/Chancellor	2007
University of Montana	President	2010
University of Montevallo	President/Chancellor	2006
University of Nevada, Las Vegas	President/Chancellor	2006
University of North Dakota	President/Chancellor	2008
University of Southern Maine	President/Chancellor	2008
University of the Pacific	President	2009
University of Wisconsin-Madison	President/Chancellor	2008
University of Wisconsin-Platteville	Chancellor	2010
University of Wisconsin-River Falls	Chancellor	2009
Ursinus College	President	2010
Virginia Theological Seminary	President/Chancellor	2007
Wabash College	President/Chancellor	2006
Warren Wilson College	President/Chancellor	2006
Washington and Lee University	President/Chancellor	2006

West Virginia Wesleyan College	President/Chancellor	2006
Westminster College	President/Chancellor	2008
Whitworth University	President	2010
William Paterson University of New Jersey	President	2010
William Rainey Harper College	President	2009

The *Academic Search* Team

Dr. Jessica Kozloff, President

Dr. Jessica Kozloff, President Emerita of Bloomsburg University of Pennsylvania, joined *Academic Search* in 2008 as a senior consultant. She was appointed President of *Academic Search* in 2011. As president, she serves in an advisory capacity for all searches, coordinates the assignment of consultants, handles client relations, and conducts a limited number of searches.

Eric Smith, Chief Operating Officer/Chief Financial Officer

As Chief Operating Officer/Chief Financial Officer, Eric Smith is responsible for the financial, program, and administrative management of *Academic Search*, which includes ensuring that the day-to-day operations run smoothly.

Alana Cassidy, Director of Consulting Services

Alana Cassidy is responsible for reacting to and managing the proposals sent to higher education associations and institutions. She also leads the marketing outreach and strategic initiatives for *Academic Search*. Furthermore, she interacts with the firm's consultants on a regular basis and is the lead contact for potential clients.

Akua K. Adoo, Assistant Director of Consulting

Akua Adoo, provides administrative and research assistance to the President, and also functions as a researcher for other senior consultants. She supports consultants' preparation for client presentations, including gathering institutional information and data for formal presentations. Additionally, she works with the Director of Consulting Services in writing proposals, marketing the firm's services and other assignments.

Cynthia Vrabel, Research Coordinator

The research coordinator pairs researchers and consultants and provides them with informational and logistical assistance throughout the search. Additionally, she works with the lead consultants and researcher to develop an advertising strategy for each search and arranges credit, criminal, and motor vehicle checks on all finalists through a third party firm.

Sean Wagman, Technology Coordinator

The technology coordinator provides technological support to the entire *Academic Search* team. Working with the research associate, he builds and maintains a secure website where institution officials can access all application materials and documents.

The *Academic Search* Network of Consultants

Close collaboration among all senior consultants is a hallmark of *Academic Search*. Consultants will not only suggest candidates to the lead consultants, they also will recommend possible nominators, and when finalists are identified, individuals who can provide specific information about the abilities of the candidates.

Research Associates

Our research associates have extensive training in sourcing, networking and candidate generation. She or he will identify targets for the initial outreach, maintain a log documenting the senior consultant's interactions with each candidate, work with semi-finalists on the logistics of their interviews with our clients, research information about select candidates, and manage administrative tasks throughout the search.

Senior Consultant



John B. Hicks

Senior Consultant, Academic Search, Inc.

A veteran university administrator with a long record of guiding highly successful searches for public and private institutions nationwide, John B. Hicks is a Senior Consultant with Academic Search, Inc.

Secretary Emeritus to the Board of Trustees of The University of Alabama System, Mr. Hicks also served as Executive Assistant to the Chancellor of Alabama's largest higher education enterprise. During his tenure, he coordinated searches for fourteen Presidents and Chancellors as well as innumerable senior administrators – from Vice Chancellor and Vice President to General Counsel, Chief Information Officer, and General Auditor.

Mr. Hicks has been affiliated with the Association of Governing Boards (AGB), American Compensation Association (ACA), American Council on Education (ACE), College and University Personnel Association (CUPA), Japan-American Society of Alabama, and National Association of State Universities and Land Grant Colleges (NASULGC). He has extensive experience in crisis management, leadership development, administrative transitions, and complex media relations matters.

Mr. Hicks consults nationally with governing boards and campus administrators on issues related to executive searches, compensation and benefits, and federal and state legislative issues and programs. He is an invited speaker to audiences of higher education professionals, where his counsel is sought on wide-ranging topics, and he has written for the AGB publication, *Trusteeship*.

He has been instrumental in helping the AGB develop programs for executive staff who report to public and private university boards of trustees across the nation. His service to that group was recognized in 2004 when he was one of two recipients of the prestigious certificate of distinction.

Mr. Hicks also was affiliated with The University of Michigan Personnel Department, managing executive searches as well as employment, affirmative action and equal opportunity, benefits, and compensation issues. Before assuming his responsibilities in Michigan, he worked in administrative recruitment and human resource management at Purdue University. He also established the first office for personnel, affirmative action/equal opportunity and fringe benefit administration for the thirteen-campus Indiana Vocational Technical College (now Ivy Tech Community College of Indiana).

Mr. Hicks earned a B.S. degree in Industrial Economics from the Krannert School of Industrial Management at Purdue University and an M.A. in Higher Education Administration from Eastern Michigan University. In 2004, he was awarded an Honorary Doctor of Humane Letters degree from The University of Alabama.

His record of state and community involvement includes extensive service on numerous boards devoted to the arts, academia, social outreach, and business.

Below is a list of searches Mr. Hicks has assisted during the last three years:

Colorado State University System	Executive Secretary
Dauphin Island Sea Lab	President/Chancellor
Florida State University	Dean of Medicine
Florida State University	President/Chancellor
Foothill-De Anza Community College District	President/Chancellor
Indiana University	Dean of Public and Environmental Affairs
Ivy Tech Community College of Indiana	President/Chancellor
Ivy Tech-Indianapolis	President/Chancellor
Kansas State University	President/Chancellor
Mississippi State University	Provost/VPAA
Seattle University	Provost/VPAA
University of Arizona	Dean of Nursing
University of Louisville	Executive VP
University of Louisville	Dean of Engineering
University of Massachusetts Dartmouth	Dean of Business
University of North Alabama	Provost/VPAA
University of North Alabama	Associate Vice President/Vice Chancellor
University of South Alabama	Provost/VPAA
University of Wisconsin-Milwaukee	Dean of Freshwater Sciences

References

Below is a list of references for recent presidential searches assisted by John Hicks. Further reference information is available by contacting Alana Cassidy, Director of Consulting Services at 202/263-7476 or akc@academic-search.com.

Kansas State University

Presidential Search
 Reggie Robinson, President, Kansas Board of Regents
 (785) 296-3421
rrobinson@kbor.org

Florida State University

Presidential Search
 Jim Smith, Former Chairman of the Board
 850-577-0444
jimsmith@smithballard.com

Foothill-De Anza College District

Chancellor Search, Foothill-De Anza Community College District
 Presidential Search, Foothill College
 Vice Chancellor for Human Resources Search, District
 Dr. Martha Kanter, Undersecretary of Education
 Former Chancellor
 (408) 497-5939
chancellormartha@gmail.com

Ivy Tech State College Northeast

Chancellor Search
 Bob Dettmer, M.D., Ivy Tech Northeast Chair, Board of Trustees and Chair, Chancellor Search Committee Chair
 (260) 433-0668
bobdettmer@verizon.net

William F. Morris, Vice President for Administration
 Ivy Tech Community College of Indiana
 (317) 921-4887
bmorris@ivytech.edu

◆ Process Outline

Searches conducted by *Academic Search*, Inc. follow a time-tested yet flexible process. The timeline will assist Edison State College's needs and priorities. The dates marked in red are suggestions and can certainly be modified.

■ **Organize the Search Process.** *Academic Search* works side-by-side with the client to set specific goals and develop operating guidelines: **January 2012**

1. Assist in structuring the overall process
2. Counsel on the charge to the search committee
3. Negotiate time line and establish policies
4. Develop web-based communication tools
5. Draft correspondence as needed for all phases of the search
6. Maintain and control search records, including candidate credentials

■ **Analyze Institutional Needs and Prepare Recommendations.** *Academic Search* interviews institution constituencies and learns the culture and position requirements, then assists in forming the criteria for attributes of leadership that will ultimately define the candidate pool: **January 2012**

1. Complete intensive on-site interviews
2. Review publications and reports provided by the institution
3. Work with the search committee chair to develop a client needs analysis, including:
 - List of strengths and challenges
 - Statement of priorities and needs
 - Specific leadership characteristics sought in a successful candidate
4. Assist in developing comprehensive web site and/or institutional profile featuring comprehensive information about the position, Edison State College, the governance system, and the community

■ **Recruit a Strong and Inclusive Candidate Pool.** *Academic Search* now activates its extensive networks to identify a broad and diverse group of candidates with the desired attributes and experience: **January 2012- February 2012**

1. Develop national advertising strategy
2. Provide national nominations source list
3. Follow up with nominated candidates
4. Directly recruit highly qualified candidates
5. Assist in meeting or exceeding affirmative action/equal opportunity expectations

■ **Evaluate Candidate List and Select Semi-Finalists** The senior consultant team and search committee will evaluate the pool and begin to narrow the focus onto the strongest candidates: **March, 2012**

1. Identify the top candidates
2. Begin reference checks

- **Interview and Committee Recommendations.** The pace escalates as the committee interviews the most qualified candidates: **April-May, 2012**
 1. Conduct preliminary (confidential) interviews
 2. Complete due diligence on the most promising candidates and select finalists
 3. Conduct thorough background checks including academic, litigation, criminal, driving, and financial information
 4. Interview finalists
 5. Provide guidelines for candidate visit(s) to Edison State College, if desired, including suggestions for spouse or companion as appropriate
 6. Recommend process for gathering feedback from all who meet the finalist(s)
 7. Maintain contact with finalists to gauge and enhance their interest in the position
 8. Develop committee recommendations to the appointing officer according to initial charge

- **Facilitate the Appointment.** *Academic Search* assists with bringing the process to a successful conclusion: **May 2012**

Assist with a public announcement of appointment

1. Facilitate, as requested, an initial planning and agenda-setting meeting between the Board and the new District President
2. Provide the appropriate transition-related consultation

During the search, Mr Hicks will attend, either in person or virtually, search committee meetings and ensure that all necessary agendas and supporting materials are prepared in advance of these meetings.

◆ Electronic Search Support

Academic Search has long and extensive experience in its support of the search process and maintains state-of-the-art technology to facilitate a search committee's work. The *Academic Search* homepage will display a link to a "Current Search" page that will provide the approved advertisement and position profile for the District President at Edison State College.

In addition, a customized website will be constructed for the exclusive use of the search committee and will house all candidate application materials, letters of nomination and reference data and is password protected to insure confidentiality.

A full-time technology support coordinator will be available to respond to committee questions and trouble-shoot unexpected glitches throughout the search.

Our Thoughts on Inclusion

Academic Search values diversity in thought and action and is committed to build a pool of candidates that exemplifies the commitment of Edison State College to diversity and inclusion. We have assisted in searches for presidents at historically black colleges and universities, know successful leaders of color at all institutions, and have built a network and record of success in the recruitment of underrepresented groups. We support (financially and personally) national association efforts in attracting women, persons of color, and underrepresented groups to higher education leadership who appear to have the skills and experiences sought by the client institution.

In developing a diverse pool of candidates, our consultants call on the heads of various professional associations, foundations, and organizations with special links to underrepresented populations to nominate or suggest aspiring leaders as candidates in our searches. These calls would, for example, include but not be limited to leaders from Harvard's IEM and MDP Programs, the Lincoln Institute for Research and Education, the National Council of Black American Affairs, the Hispanic Association of Colleges and Universities (HACU), AACC's Future Leaders Institute, the League for Innovations Institute, the American Indian College Fund, the American Association for Hispanics in Higher Education, Inc., the National Indian Education Association, the NAACP, AASCU's Millennium Program, Bryn Mawr's HERS Program, and the ACE Office of Women and Minorities.

Finally, we would recommend that Edison State College consider including a paragraph in the Presidential Search Profile that outlines the association's own commitment to diversity. Inclusive language in the position profile can send very clear signals about how Edison State College values and supports diversity in all its forms. We would also recommend the following publications for advertising: *Chronicle of Higher Education*, *Hispanic Outlook*, *Diverse Issues in Higher Education*, *Inside Higher Education*, and *Women in Higher Education*.

Successful Measures

Academic Search's success is measurable.

- Since its inception, *Academic Search* has completed over 600 presidential searches.
- Over the last three years, *Academic Search* has completed over 50 provost searches. A list is included in this document.
- In the past five years, 44% of all searches conducted by *Academic Search* have resulted in a woman or minority appointee.

Academic Search prides itself on the following five year retention rate:

- 91% of all Presidential searches
- 89% of all Dean searches
- 81% of all Vice-Presidential Searches

Our Guarantee

Academic Search guarantees its availability to conduct either an extended search or a second search in the event that the hiring authority is not satisfied with the candidates recommended, that a contract is not concluded, or that a contract is terminated for cause or the appointee leaves within the first year of appointment. The only additional charges will be related to candidate or consultant travel costs or to advertising costs.

Search Fees

To assist Edison State College in its search for a District President, *Academic Search* would typically charge a comprehensive fee of one-third of the anticipated first year salary of the position plus an additional \$5,000 for administrative fees. In the case of Edison State College, we offer a discounted flat fee of \$70,000, which includes an administrative fee.

Academic Search's total fee is payable by three equal installments during the first three months of the search.

All candidate and consultant travel and related expenses and advertising costs will be billed separately on a monthly basis.

In addition, a verification of all degree work will be completed by *Academic Search* and shared with the institution. The fee for the background checks and degree verification will be billed to the institution as well. The cost of this service is approximately \$375 per person.