

PAULY GROUP
INCORPORATED

January 4, 2012

Edison State College
Attn: Pam Fairfax
Royal Palm Hall, Building N, Room 120
8099 College Parkway
Fort Myers, Florida 33919

Dear Board of Trustees:

Thank you for the opportunity to submit information for your review regarding your Presidential search. It is with great pleasure that I do so and encourage you to contact me with any questions or comments you might have.

Following are responses to each of the eight points raised in the Request for Information.

A. A brief vitae of your firm and professional staff assigned to project

What began as a passion and grew into a company in 1990 is providing today's college leaders and their search committee's with dependable academic search consulting services. Pauly Group, Incorporated is a national group of former college, university, and other professionals, who have united to advance administrative excellence in community and technical colleges through diversity and gender equity. It is our objective to provide comprehensive search support in an ethical and cost-effective manner while remaining impartial and transparent to the process.

Pauly Group President, Angela D. Provart, is the central person responsible for oversight of all search functions. She leads the team of 10 highly experienced recruiting and referencing consultants, an operations manager, a database manager, IT consultant, and clerical personnel. Together with the entire organization, Ms. Provart brings to Pauly Group's client colleges the community college search experience necessary to achieve successful results.

Personnel Bio

Angela Provart is president and chief executive officer of the firm. She holds a Master of Arts in Organizational Communication from University of Illinois; Bachelors of Arts in Communication and Psychology from McKendree College, and has been with the group since 1996. She controls, directs, and evaluates all activities of the firm. Ms. Provart also serves as the key contact for all college projects and coordinates the behind-the-scenes work of the staff and consultants.

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

During her tenure, Ms. Provart developed and introduced the SOS (State of Services) college feedback system which monitors organization quality and service; organized and maintains the CQM (Consultant Quality Management) program; developed the Interim Assistance and Pauly Group Search Services programs in response to market requests; overhauled and greatly enhanced the recruiting program; as well as refined and streamlined the referencing process.

Most recently, Ms. Provart updated the Pauly Group website to be more interactive for client colleges and candidates alike. More comprehensive information is available to both parties and the site now includes virtual discussion rooms for search committees. Search committee members can have confidential conversations regarding the design of interview questions or other search related topics. They may also read applications without leaving their homes or offices. In addition, Presidents and Board Members can be given a user name and password which gives access to confidential reference reports, formerly available only by hard copy.

Ms. Provart is a graduate of the National Institute for Leadership Development, and the Asilomar (California) Leadership Program. She is also a member of the Association of Community College Trustees, the American Association of Community Colleges, the Asilomar (California) Women's Leadership Conference, National Institute for Leadership Development, American Association of Women in Community Colleges, and the Midwestern Women's Leadership Conference. In addition, Ms. Provart is a member in the Springfield, IL chapter of the Human Resource Management Association, as well as other local community groups. Ms. Provart was named to the Board of Directors for the National Institute for Leadership Development in 2005. She now serves on the advisory board for Leaders, an affiliate of AAWCC.

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

B. A description of firm's experience in conducting presidential searches within last 24 months.

Initially, Pauly Group began working with community and technical colleges to help them through their non-CEO administrative searches. However, as the market changed and demand grew for our services to be offered for Presidential searches, we expanded our market in 2004. Within the last 24 months, Pauly Group has participated in numerous searches, but presidential searches include the following:

Anoka-Ramsey Community College, Century College, Lake Superior College, Normandale Community College, Northern Essex Community College, Saint Paul College, and Scottsdale Community College.

Pauly Group is pleased to provide contact information for representatives from any of the colleges, as well as any of the candidates who have participated in any of our searches.

C. A brief overview of the services your firm would offer.

All Pauly Group projects are directed by the president of the firm, Angela D. Provar. From start to finish, complete and timely support is provided to the college leadership, search chair and committee members. The components of the programs provide complete support in all areas of the search.

Candidate Recruiting

Pauly Group searches include applicant recruiting, below are some of the highlights of the service.

- Authoring and design of advertising materials
- Access to over 12,000 college administrators and potential applicants
- Print Advertising
- Mass E-Mail Notification
- Targeted Recruiting Telephone Calls by Team of Consultants
- Comprehensive Market Report

Candidate Referencing

Referencing has been the hallmark of our service since our founding in 1990. Below is a generic description of some of the benefits.

- Personalized Design of Reference Interview Questions
- College Review of Questions
- Extensive Interviews with Listed and Unlisted References
- Preliminary (Semifinalists) and Summary Referencing (Finalists) by Consultants
- Written Reference Reports with Quotes from Sources

Search Support Services

Communication is one of the keys to a successful search. Pauly Group is in contact with the groups listed below on a routine basis.

- Leaders of College or District
- Search Chair
- Committee Members
- Search Liaison

Consultant Meetings

Initial meetings are held with many constituency groups, including the list below.

- Constituency Groups to Establish Objectives
- Leaders of College or District
- Search Chair

- Committee Members
- Search Liaison

Additional meetings include a visit from the consultant to help the committee determine candidates to interview, and a multi-day visit to assist with the initial round of interviews and narrow the pool to finalists.

Online Committee Reading and Discussion Rooms

Many committees are reading candidate materials at a confidential and secure online location. Committee members no longer need to make an appointment or go to a reading room during scheduled hours. This service came about because many colleges were asking for logistics regarding the manner in which to design the search website. Rather than asking each college to design a site for the committee, Pauly Group now offers this as a feature to client colleges contracting for search services.

- Secure and Confidential
- Efficient and Convenient for Committee Members
- Cost Effective for Colleges

D. A draft timeline to conduct search with critical benchmarks identified.

Dates presume that the search process begins the week after meeting with the Board of Trustees.

Given the recent turmoil at Edison State College, Pauly Group has built in a couple of extra weeks in the initial stages of the search. This will allow time to meet with additional constituency groups, as well as to place extra recruiting calls and answer questions about the college. The timeline is quite flexible at this point and even more time can be allowed, if needed.

Proposed Project Timeline

Week of Jan 16	Signed Contract Received in PGI Office **Begin Development of Advertising Materials Develop Project Calendar Monday, January 16th - MLK Jr. Day
Week of Jan 23	Continue Development of Advertising Materials Meetings with Constituency Groups Initial Committee Meeting with Search Consultant - Date to Be Determined Review Process, Application Evaluation Process, & Interview Questions, Gather input, and Determine future meeting and interview dates
Week of Jan 30	**Finalize CHE Ad & Profile Finalize Project Calendar Electronic Mailing List Developed (about 6,500 Recipients)
Week of Feb 6	Prepare Electronic Mailings Post Profile with Pauly Group associated organizations **Post Profile on College Website Post Profile on Pauly Group Website Packets to Consultants— Friday, February 10th
Week of Feb 13	**Send CHE Text Chronicle (Electronic Only)— Monday, February 13th Chronicle Ad (Online) Appears—Tuesday, February 14th Electronic Mailings Go Out— Tuesday, February 14th Recruiting Calls Begin— Tuesday, February 14th

Week of Feb 20	Recruiting Calls Continue Committee Reviews Applicant Pool
Week of March 5	Recruiting Calls Continue Committee Reviews Applicant Pool
	March 5th through March 11th -- Spring Break
Week of March 12	Meeting with Angela to Review Applicant Pool— Date to Be Determined Recruiting Calls Continue
Week of March 19	Recruiting Calls Conclude Committee Reviews Applicant Pool
Week of March 26	Follow-Up Calls Committee Reviews Applicant Pool
Week of April 2	Monday, April 2nd —Soft Close Date for Applicants Committee Reviews Applicant Pool
	Sunday, April 8th - Easter Sunday
Week of April 9	**Committee Identifies 10-15 Semifinalists, Finalize Interview Questions -- Date to Be Determined Initial Referencing Begins
Week of April 16	Initial Referencing Continues
	April 21st through April 24th -- AACC Convention Orlando
Week of April 23	Initial Referencing Continues
	April 24th through May 2nd - Final Exams
Week of April 30	Preliminary Reference Reports to Committee **Interviews with Semifinalists (Dates to Be Determined) **Committee Identifies Final Candidates
	May 4th -- Commencement
Week of May 7	Final Referencing Begins
Week of May 14	Final Referencing Continues

Week of May 21

Final Reference Report to Decision Maker
**On-Campus Interviews (Dates to Be Determined)
**Gather Feedback from Campus Communities

Week of May 28

**Final Decision, Negotiation, and Hire

Fall, 2012

Selected Candidate Begins Post

***** Denotes tasks to be completed by Search Committee or other College Office***

E. An overview of the methodology employed

1. Recruiting process

One of the first steps in the Pauly Group search process is to conduct a needs analysis. This is done by meeting with the various constituencies affected by the search. During the position profile analysis much information is learned about the college and its leadership. After meeting with and interviewing the college leadership, search committee, and other constituency groups, a detailed position profile is developed that discusses the challenges and opportunities of the position, as well as the characteristics sought in the next leader.

At this point, required qualifications are reviewed, and Pauly Group looks for qualifications that may hinder people from applying. The Pauly Group President offers suggestions regarding qualifications that may be obstacles for potential applicants or may in some way limit the applicant pool.

From this information, a detailed profile is designed to demonstrate the uniqueness of the college and communities. Pauly Group also assists the PR and IT departments with designing an informational link on the college website regarding the search.

Next, the Pauly Group office sends out e-mails, around 6,500 total, to potential nominators and applicants. Pauly Group consultants then contact a minimum of 800 of these people, answering questions, looking for nominations, and encouraging applications. As a result, we generate very strong pools of applicants, and oftentimes applicants are people who are not actively seeking a new position.

The information obtained during the profile development interviews is given to those interested in the position. The goal of these recruiting calls is to generate genuine interest in the position and honestly answer questions about challenges and opportunities that are facing the system, college, and next leader.

With close ties to Leaders, the League for Innovation, the National Council for Black American Affairs, the National Community College Hispanic Council, the American Association of Women in Community Colleges, and other organizations, Pauly Group has been able to assure that highly qualified female and minority candidates are identified and recruited. Please note that Pauly Group has very recently recommitted the professional relationship with the National Council for Black American Affairs, a relationship that has already proven to be beneficial to client colleges.

Since our founding in 1990, PGI has maintained a solid commitment to diversity and gender equity, as our mission statement attests: *"The advancement of administrative excellence in community and technical colleges through diversity and gender equity."*

To date, 47 percent of our projects have resulted in the hiring of persons of color; 52 percent of our projects have resulted in a women being appointed to the position.

2. Insure significant participation by internal and external stakeholders

As mentioned in the response to the first description of Pauly Group practices, a detailed position profile will be developed using information that is gained from a variety of stakeholders. It is suggested that when Angela Provart is at the college later in January for the initial meeting with the search committee, meetings be scheduled with the Board of Trustees, President's Cabinet, Deans, Faculty, Staff, Students, and external community members. If there are specific governance groups at the college, then a meeting with each of them is also recommended. With this method, all constituencies are insured input into the development of the profile and information about the search process.

Pauly Group would also like input into the make-up of the search committee as well. It should be comprised of around 15 people, and have representatives from each of the groups listed above. Again, this will insure input and buy-in for the search process. Given the circumstances of recent college incidents, this is crucial to the success of the search as well as the new President.

In addition, when the final candidates are on campus and in the community for their interviews, they should have the opportunity to meet with each of these groups. The college could arrange for representatives from some of the constituency groups to serve as "ambassadors" and "tour guides" for final candidates. Those who showed an interest in the process, but were not selected for the search committee are always excellent choices for serving in these important roles.

Gathering input and insuring participation from many constituency groups and the majority of the college is key to the success of the candidate who is hired. I would like to talk in more detail and answer any questions that the Board might have about this process.

3. Reference process

Toward the beginning of the search process, the search consultant develops a list of nearly 15 reference questions. Some are specific to the college and the position, while others are standard questions and have been created in order to draw out information about a candidate that may have a negative impact on the campus. Once developed, the committee is asked to review the questions and make recommendations.

At the time of the semifinalist interview, a Preliminary reference report is given to each committee member for the candidate being interviewed. The report contains comments from three listed references for each candidate. The comments are quotes from the interviews, with no commentary or ratings given by the search consultant. Please note that the highest degrees listed on the candidates' resumes are verified at this point.

At this stage in the process, typically only listed references are contacted. However, Pauly Group has quietly made calls to confidential contacts in order to follow-up if there is suspicion of a problem or a committee concern.

Once the finalists are identified, an additional five to seven references are interviewed, most of whom are unlisted sources. A confidential reference report is then written and submitted for review by the final decision makers.

4. Narrowing of applicant pool to viable candidates

Narrowing to Semifinalists

Pauly Group's practice is to work with the committee to determine a list of semi-finalist candidates. While it is understood that it takes a committee significant time to review an applicant pool, it is important to remember that they are charged with the substantial task of selecting the next President. Therefore, Pauly Group has made some advancements in reducing the amount of time the committee spends reviewing applications, yet they still have ample time to give their input during this crucial phase.

Some colleges would like Pauly Group to screen out applicants who are clearly not qualified for the position. In this case, Pauly Group narrows the applicant pool to those who are qualified. While these applicants are screened out by Pauly Group, the committee still has access to them and may recommend that they are placed in the "qualified" list of applications. This insures a completely open and unbiased screening process for the search.

Semifinalists

Pauly Group maintains a list of over 40 behaviorally based interview questions from which a committee is encouraged to choose and/or modify specific questions to meet college needs. The committee is also encouraged to write their questions. The consultant remains in close contact with the committee Chair and/or those actively involved in writing the questions in order to offer support and guidance in the authoring of the questions.

Upon initial contact with the candidates identified as semifinalists, the Pauly Group consultant schedules the interviews, gives information about the interview format and process, and discusses any other details of the search. There are times when the college chooses to schedule the candidates for this round of interviews. However, it is an option for Pauly Group to make those arrangements with the individual candidates. While it is an option, there is no additional fee. It is already included in the search fee.

Since 1998, Pauly Group has suggested that client colleges' committees use videoconferencing for this stage of interviewing. Many have done so and continue to use this process in most of their searches. It is, of course, the decision of the Board of Trustees and the search committee.

After the interviews are finished and the reference reports reviewed, the committee members are asked to give the candidates a point-in-time rating using a yes, maybe, no scale. It is also suggested the committee use a similar format for evaluating applicants.

A form is provided to the committee leadership to aid in the process. The committee and search consultant then use this tool in order to determine the semifinal candidates from the applicant pool and finalists from the semifinal group.

As mentioned, a reference report is given to the search committee members for each of the candidates. Should the committee have additional questions, or request other information be researched, the consultant is happy to oblige their needs as appropriate.

Finalists

Once the interview process is complete and the reference reports reviewed for each of the semifinal candidates, the committee narrows the pool to final candidates. These are the candidates who will spend at least one day on campus meeting with various constituency groups and there are usually between three and five of them.

Final referencing is completed on candidates at this stage of the process. The final referencing includes the contact of both listed and unlisted sources. This is a process very similar to work that was done previously for Edison State College while referencing candidates for the President of the Lee Campus in the spring of 2010.

Please know that Pauly Group maintains a variety of forms and templates. These are used during the search process and made available to the committee, as well as a high degree of committee training.

F. A description of experience with Florida Sunshine Law and Florida Open Records Act and description of legal compliance

Pauly Group has participated in several search projects in the state of Florida, but not served as the consultant for a complete search. Realizing that Florida's laws and policies are more liberal than many states, it should be said that we have worked with colleges in a number of states where the meetings are open to the public and media.

With all searches, no matter which state, Pauly Group's approach is open communication with all groups, the media and applicants included. Pauly Group often sends information regarding the stage of the search as well as timelines and project updates to those who may be interested. We have a number of templates for news releases as well.

It is suggested that a disclaimer be added to the position profile that says, "All information and materials utilized in the Presidential Search are subject to public records requests under the State of Florida Sunshine laws." While this may hinder some people from applying, it is best to have this fact openly displayed for potential applicants so there will be no surprises later.

Next the committee must be coached on what the media may request and how to appropriately make their private notes regarding applicant materials and candidate interviews.

G. An estimated cost

The fee for a Presidential search that includes three campus visits is \$48,700, plus customary travel and search related expenses. The three visits include the initial meeting with the search committee and various constituency groups, the meeting with the search committee to review the applicant pool and determine semifinal candidates to interview, and three days to assist the committee in conducting their semifinal interviews and decide on the list of finalists to send forward to the Board for final selection. The search related expenses include any copying that is done from the Pauly Group office. The amount is usually less than \$500.

Should additional visits or days be requested, Pauly Group is happy to accommodate the request at \$3,500 per day, plus customary travel expenses.

H. A point of contact

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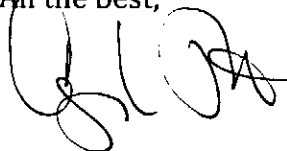
Lastly, please note that throughout the process, Pauly Group is involved in frequent contact with the search leaders. Topics may include updates on the progress of the search, offering of guidance and support, or alert to problems that may have a negative effect on the outcome of the search.

In addition, the Pauly Group President is in frequent contact with applicants and candidates throughout the process. The purposes are to explain the process, answer questions, ease concerns, and keep the candidates in the pool and excited about the position as the search process continues.

Hopefully, you have seen that Pauly Group is an active and involved leader of the group, yet non-obtrusive to the committee process and discussion. We come with a lot of expertise in the area, present the information to the decision makers, and allow them to decide what process is most appropriate for the college.

It has been a true pleasure to discuss our process with you. If you have any further questions, please don't hesitate to contact me at any time. I wish you the very best of success in selecting the right search consultant for Edison State College.

All the best,



Angela Provart
President