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AGB SEARCH

Proposal of Search Services Prepared for:

**St. Petersburg College
President**

December 5, 2016



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Lauralee Westine
Chair, Board of Trustees
St. Petersburg College
6605 5th Ave N
St. Petersburg, FL 33710

Dear Ms. Westin:

Thank you for considering AGB Search as you prepare for the important task of selecting the new president of St. Petersburg College. In the following proposal, we describe our search process, provide a full price quote, and introduce our proposed consultant, James Davis.

We are excited by the possibility of working with St. Petersburg College. With many high-skill workforce certifications and more than 20 bachelor's degrees, your alumni are rightly recognized as possessing the most valuable job skills in Florida. Your career-focused curriculum, created with input from industry experts, provides students with the necessary professional skills to address the needs of industry. With positive traditions to build upon and the opportunity to bring new energy to your institution, the presidency of SPC will be attractive to highly-qualified candidates.

We believe that Jim Davis is the right consultant for St. Petersburg College to find those candidates. Jim is the former president of Shenandoah College and also worked at Ferrum College in numerous leadership positions. He also served in executive leadership roles in the Southern Association of Colleges and Schools. His hands-on understanding of institutions like yours, his experience as a college president, and his extensive networks of higher education leaders assure a strong pool of candidates for SPC's next president.

Higher education is a highly collaborative business, and we believe that a presidential search must be as well. Many candidates have excellent experience and appropriate skills, but the most important need is "fit," the alignment with what St. Petersburg College needs to do *at this moment in its history*. Discerning that fit must be done by the people who know and care deeply about the institution, namely the trustees, faculty, staff, students, and alumni of your great institution. AGB Search will engage all points of view at the outset of the search and actively support the Search Committee during the process, to ensure the selection of a president who matches the specific opportunities and challenges facing St.

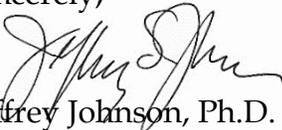
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Petersburg College. And unlike other search firms, we will also work with the board and president-elect to facilitate the smooth transition in leadership.

Thank you again for this opportunity. We welcome further discussion about our search process, experience, presidential transition, or other issues. Please feel free to contact me if you have questions at (202) 776-0866 or jeff.johnson@agbsearch.com. Dr. Davis can be reached at (540) 539-9415 or jdavis@agbsearch.com.

Sincerely,



Jeffrey Johnson, Ph.D.

Senior Consultant for Programs and Operations

AGB Search draws on 96 years of service to board members and administrators and a deep commitment to successful higher education leadership.



AGB SEARCH OVERVIEW

AGB Search is focused exclusively on higher education leadership. We have assisted more than 270 institutions and organizations with over 425 executive searches. Like our parent organization, the Association of Governing Boards of Universities and Colleges (AGB), we support the full range of academic institutions, including independent and public universities of all sizes, community colleges, state university systems, and institutionally related foundations.

AGB is the premier organization centered on governance in higher education. Governing boards must focus now more than ever on promoting their institution's missions while assuring the institution runs as effectively as possible. AGB provides leadership and counsel to member boards, chief executives, organizational staff, policy makers, and other higher education leaders to help them navigate the ever-changing education landscape. We advance the practice of governance by designing best practices, sharing vital information and knowledge with members, and providing customized services to help higher education institutions thrive.

AGB Search is an integral part of this mission. We are a team of 35 full-time consultants who are seasoned board members and administrators with decades of experience leading institutions, hiring and mentoring future leaders, and providing thought leadership to the higher education community on all areas of governance.

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This firsthand experience of our consultants – which includes board, administrative, and faculty perspectives – gives AGB Search insight and depth that no other firm can bring to presidential search. We possess the experience to quickly grasp your institution’s mission, history, and particular circumstances; the industry connections to cultivate a talented pool for the position; the leadership insights to ask the right questions of candidates to assess fit; and the skill to complete meaningful due diligence that allows the St. Petersburg College to hire with confidence.

As long-time leaders of higher education institutions, we are committed to the success of the next generation of leaders, and do whatever it takes to see your search through to a successful conclusion. We also understand the special value of diversity on campus and build searches that are inclusive in process and rigorous in outreach. Among our searches over the past three years, 38% of appointments have been women, and 12% have been people of color.

EXPERIENCE

In the previous five years, AGB Search has conducted over 125 presidential searches at colleges, universities, and university systems throughout the country.

Presidential searches we have conducted at public institutions are listed below.

2016

Central Connecticut State University
 Indiana University - Purdue University,
 Columbus
 Lorain County Community College
 Metropolitan State University of Denver
 Southern Connecticut State University
 University of North Dakota
 Walla Walla Community College
 West Texas A&M University

2015

Dickinson State University
 Emporia State University
 Marshall University
 Northwestern Connecticut Community
 College
 University of the District of Columbia
 Western Connecticut State University

2014

City University of New York -
 Kingsborough Community College
 Community College of Philadelphia
 Fort Hays State University
 Housatonic Community College
 Raritan Valley Community College
 Saginaw Valley State University
 Sul Ross State University
 Texas A&M University - San Antonio
 University of Wisconsin – Stout
 Valley City State University

2013

California State University – Fresno
 Lake Land College
 Lake Region State College
 New Mexico State University

State University of New York -
Adirondack
Texas Tech University
University of Idaho
Youngstown State University

2012
Angelo State University
Longwood University
New Jersey City University
San Francisco State University

YOUR SEARCH TEAM

Your search team has not only a working understanding of higher education leadership but also a deep commitment to the development of the next generation of leaders. AGB Search will focus on recruiting a talented pool of candidates, providing experienced counsel, and delivering superior service behind the scenes.



James A. (Jim) Davis retired as president of Shenandoah University in 2008 after 26 years of service. He joined a higher education search firm and worked for three years, doing approximately ten searches for presidents, vice presidents and deans at private and public colleges and universities, including for presidents of Transylvania University, Georgetown College, Southwestern University, Columbia College, Claremont Graduate University, Greensboro College, Bethel College, Doane College, Olivet College, Brevard College, Methodist University; dean of health sciences and dean of arts and letters at Old Dominion University, and vice president of academic affairs at Emory and Henry College.

During his career as president of Shenandoah University, he served in executive leadership roles in the Southern Association of Colleges and Schools and chaired more than 20 reaffirmation committees. He served as president of the Council of Independent Colleges in Virginia; president of NASCUMC, the United Methodist Association of Presidents; board member of NAICU, CIC, and was a member of the University Senate of the United Methodist Church. Dr. Davis also chaired the EIIA Insurance Consortium for 130 colleges and universities.

Among his professional work, he was senior vice president, academic dean, division chairman, and a tenured faculty member at Ferrum College. Dr. Davis holds the Associate in Arts degree from Ferrum College; Bachelor of Arts degree in history at Randolph-Macon College; Master of Arts degree from Virginia Tech in history; and Ph.D. from Florida State University in higher education administration. He has been awarded honorary degrees from Bridgewater College, Randolph-Macon College, Ulyanovsk State University (Russia), Kyushu University of Health Sciences (Japan), and Tokashima Bunri University (Japan).

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Dr. Davis has traveled extensively in more than 30 countries, establishing international relationships with colleges and universities. He served in many lay leadership roles in the United Methodist Church and as a member of many boards and agencies. His master's thesis, *51st Regiment, Virginia Volunteers*, was published in 1970 and stayed in circulation for more than 30 years. He recently published a small volume entitled *Rules of Civility for the Modern Society*, which has more than 20,000 copies in circulation.

More than 30 years ago, Dr. Davis served three terms in the House of Delegates of the Virginia General Assembly. He has used this experience to assist many colleges, universities, and higher education groups. He has subsequently been appointed by four different governors of the Commonwealth to state boards and agencies and recently served on the Commonwealth Transportation Board.

He has served on the boards of the Durell Foundation and Datatel Foundation. He has led United Way campaigns, been a board director of Public Television, a senior member of Rotary International, chairman of the board of Westminster Canterbury Retirement Community and board member of the Winchester Medical Center. He is currently a director of National Fruit Products Company and First Bank.

Assisting Dr. Davis at every stage of the search is:

- A **full-time research associate**, who works day-to-day with the consultant to develop a diverse and abundant field of candidates. The research associate is responsible for candidate research, assuring that outreach to nominators and potential candidates is achieved, and managing applications that the committee will review.
- A **project management team** at AGB Search headquarters, which ensures that advertisements are posted in targeted publications, your Search Committee has appropriate online access to all candidate information, and any technical concerns that arise during the search are addressed promptly.

Finally, AGB Search consultants work collaboratively. Nominations for this search will come from other AGB Search consultants and their networks of contacts, which include numerous campus leaders, higher education associations, and other organizations. We will identify and recruit previously vetted candidates who match the criteria in your profile. Your search will benefit from the connections and experience of the entire team.

REFERENCES

The following individuals can provide in-depth information on Dr. Davis' search experience.

Ferrum College

President (2016)

Bob Todd, Chairman

(908) 347-5084, bngtodd@cox.net

Clark-Atlanta University

Presidential Search (2015)

Alex Cummings, Board of Trustees

acummings@coca-cola.com

Reinhardt University

Presidential Search (2015)

William Hasty, Board Chair

(770) 720-5502 (c/o office of the president), billyhasty@gmail.com

OUR PROCESS

The unique needs and timeline of St. Petersburg College will drive our work, as we advise the Search Chair and support your Search Committee by:

- Assist in gathering constituent input for the search in keeping with the system and institution's desires; reaching agreement on search goals, leadership priorities, and attributes;
- Preparing a position profile to inform candidates and potential candidates about St. Petersburg College and the opportunities and challenges of this position;
- Partnering with the Search Chair to organize and facilitate Search Committee meetings;
- Assuming primary responsibility for recruiting and cultivating candidates;
- Assisting the Search Committee to develop and engage in effective candidate screening procedures;
- Providing due diligence in stages on candidates identified on a short list, as semifinalists, and as finalists;
- Counseling on best practice in off-site and final candidate interview schedules and procedures; and

- Providing drafts of correspondence and communication to the St. Petersburg College community, the Search Committee, and candidates.

A full-service firm, AGB Search handles all the search materials, including communications soliciting nominations and interest, acknowledgment of applications, correspondence with applicants, and letters of non-advancement. We set up a confidential, secure website through which Search Committee members have continuous access to all candidate materials.

Organize the Search and Research Leadership Needs

Our first responsibility is to understand St. Petersburg College deeply. Dr. Davis, building upon his and other consultant's knowledge of SPC over their many years in higher education leadership, will visit campus to interact with the Search Chair and Search Committee, and meet with campus administrators, faculty, students, alumni, and community members, as appropriate. This inclusive process reveals the attractions and challenges of the position as well as the characteristics and experience the successful candidate must possess. It also gives appropriate constituents a chance to weigh in on the future priorities of leadership, the first step to establishing a sense of buy-in to the search process.

We use this research to create a search profile and advertisement that will attract candidates that possess the skills, foresight, and entrepreneurial spirit that St. Petersburg College needs. Subject to the Committee's review and approval, the search profile introduces potential candidates to your unique history and mission and presents a compelling case for them to explore further the opportunity that the presidency offers.

Recruit a Talented Pool of Candidates

Directed by the experience, skills, and professional characteristics identified in the search profile, we recruit a fresh pool of candidates tailored specifically to your leadership needs at this time. The candidate pool we build will draw current and up-and-coming leaders, identified through:

- The extensive networks of our consulting team. We recruit candidates who are not necessarily looking to change positions but could be attracted to the opportunity. Candidates for this search will come from other AGB Search consultants and their networks of contacts, which include numerous campus leaders, higher education associations, and other organizations. Your search will benefit from the connections and experience of the entire team.
- Outreach to higher education leaders and beyond to ask for nominations of qualified individuals. At the committee's direction, we can also seek candidates whose primary experience may be in business, other not-for-profit organizations, or public service, whose skills match those in the profile, and who have an affinity for

the unique qualities of your institution. This may include alumni who want to return to their alma mater.

- Advertising in the leading higher education trade publications and websites establishes the College's intent to recruit a diverse pool of candidates. These may include *The Chronicle of Higher Education*, InsideHigherEd.com, Women in Higher Education, Diverse Jobs, and Hispanic Outlook.
- AGB Search's network of Washington, DC connections, which include leaders in the government, military, and Foreign Service, as well as board and executive leaders at significant non-profits. We would also use our connections at the National Chamber of Commerce to find business leaders at the state level.

Dr. Davis will conduct initial screenings of candidates, speaking with all promising candidates to learn as much as possible about their history, experience, level of interest in and understanding of the position, and specific circumstances of their candidacy. This focused effort allows the Search Committee to get a sense of the pool of candidates and to begin identifying the good-match candidates most worthy of their attention.

Review and Evaluate Candidates

We work closely with the Search Chair and Search Committee through an iterative process to discern the most qualified candidates. Unlike most firms, we recommend making reference calls following the Committee's selection of a short list of consensus candidates. This first round of due diligence helps the Committee develop a keener sense of candidates' strengths and potential than simply reviewing applications. The Committee's selection of semifinalist to invite for interviews triggers the second round of due diligence, in which we conduct LexisNexis reviews to identify potential issues that candidates may need to address.

Facilitate Interviews

We support the Search Committee through two rounds of in-person interviews: semifinalist interviews at an off-campus location (neutral-site), and more extensive rounds of interviews for finalists.

We also conduct additional due diligence on finalists, including "off-list" reference calls, which target individuals who can address specific issues of concern with candidates, and background checks, which include driving, criminal, civil, and credit checks on finalists, as well as verification of all academic degrees and credentials.

Support Negotiations, Appointment, and Transition

By gathering compensation expectations and other information from the most promising candidates as the search progresses, we can inform the eventual negotiation with the candidate of choice. Dr. Davis can also serve in an intermediary role during initial

negotiations, working with the Board and candidate of choice to assure there is a shared understanding of interests.

Unique among higher education search firms, AGB Search offers as part of its search process to assist in transition planning, developing strategies to support, prepare, and ensure a successful launch for the new president. We include this service at no additional fee because experience has shown us a thoughtful and well-executed plan in the early months of a new leader's tenure not only eases the whirlwind introductory phase but also sets the stage for long-term effectiveness. With advice from our consultant, who has gone through leadership change, we assure that the Board of Trustees, campus community, and president-elect are prepared for an effective leadership transition.

PRELIMINARY TIMELINE

We present below a suggested timeline for the search, starting in December. Dr. Davis will collaborate with the Search Committee to revise this timeline to best meet the Board of Trustees' anticipated schedule and St. Petersburg College's academic schedule.

Phase	Activities	Participants
December: Organize Search and Research Needs <i>Winter Break: December 12-January 8</i>	Search Committee meets with consultant to determine timeline, outreach strategy, and leadership priorities and characteristics. AGB Search team prepares advertising, recruitment plan, and position profile for Committee approval.	Board of Trustees Search Committee AGB Search team
January-February: Recruit Candidate Pool <i>Classes Begin: January 9</i>	AGB Search initiates wide-ranging advertising and outreach strategy. Consultant narrows focus on vetting most promising candidates	AGB Search team
March: Candidate Review <i>Spring Break: March 5-12</i>	Committee members review candidate files, and select top candidates for initial reference-checking. Search Committee and consultant meet to discuss referencing results and select semifinalists. AGB Search completes due diligence.	Search Committee AGB Search team
April: Candidate Interviews <i>Final Exams: April 28-30</i>	Search Committee hosts neutral-site (semifinalist) interviews. Search Committee selects finalists, and AGB Search completes background checks. Campus hosts finalist interviews; Search Committee finalizes candidate recommendation to the Board of Trustees.	Search Committee AGB Search team
May: Appointment <i>Commencement: May 13</i>	Consultant supports negotiations with final candidate, communication of appointment, and transition planning.	Board of Trustees AGB Search team

FEES AND ESTIMATED SEARCH COST

To assist St. Petersburg College's search for your next president, AGB Search will charge a comprehensive, flat fee of \$72,000.

There is no additional fee for administration, research, background checks for finalists, or clerical services. AGB Search's comprehensive fee is payable in three approximately equal installments: at the end of month one, at the end of month three, and at the conclusion of the search.

All consultant travel-related expenses and advertising costs are billed separately on a monthly basis. We advise the college to budget up to \$11,000 to reimburse candidates for their travel expenses to the neutral-site and finalist interviews. Total estimated search expenses are:

AGB Search fees (fixed)	
Search fee	\$72,000
Administrative and other fees	\$0
Reimbursement for AGB Search expenses (estimate)	
Consultant travel, food, and lodging	\$2,000
Advertising - online and print	\$6,000
Total payment to AGB Search (estimate)	\$80,000
Reimbursement to semifinalists and finalists for travel (estimate)	\$11,000
Total search expenses (estimate):	\$91,000

OUR COMMITMENT AND GUARANTEE

We are committed to our work and guarantee its success. If St. Petersburg College is unable to identify a candidate of choice for the next president within the initial timeline, we will continue the search process until a successful appointment is made. Furthermore, if the candidate appointed leaves office anytime during the first year, we will return to assist in a follow-up search on an expenses-only basis.