Finding Your Next President

NORTHERN NEW MEXICO COLLEGE
February 4, 2022

Michael A. Martin
President, Board of Regents
Northern New Mexico College
Via email: michael.martin@nnmc.edu

Dear President Martin:

AGB Search is pleased to submit this proposal to provide executive recruitment services to find the next President of the Northern New Mexico College. With over 250 successful presidential searches, we have extensive experience identifying and recruiting highly qualified leaders for public and private colleges and universities, university systems, and institutionally-related foundations.

We are proposing two consultants, Richard A. Wueste, J.D., Executive Search Consultant, and Anne K. Nadol M.A., MGA, Executive Search Consultant, whose expertise in university leadership and executive search consulting will benefit Northern New Mexico College with a pool of quality candidates vetted for their credentials, character, and commitment to your mission and vision.

Mr. Wueste has conducted more than 75 searches for AGB Search, including 21 presidential searches. Each institution that he serves benefits from his 25 years of experience in higher education and specifically, his service as the President of Adams State University, a Hispanic-Serving Institution; Vice President and Chief Operating Officer of Heritage University, an independent college and HSI located on the Yakama Indian Reservation in Washington State; and his academic career that spanned program design and instruction in ethics, law, and leadership at the Harriman School of Business at Stony Brook University. Mr. Wueste's recent executive search experience includes presidential searches for California Western School of Law (President/Dean), California Institute of Integral Studies, City University of Seattle, Mount Mercy University, National University, and the Union Institute and University, among others.

Ms. Nadol spent more than 20 years at one the country’s largest public universities, Temple University. During her tenure under five university presidents, Ms. Nadol served as Vice President and Secretary to the Board of Trustees, functioned as the Chief of Staff to the President, and served as an officer of the Board of Trustees and of the University. Ms. Nadol staffed numerous executive searches for the university, including Temple’s 2020 Presidential search and searches for the Provost, Vice President for Institutional Advancement, Chief Compliance Officer, Athletic Director, and various head coaches, among others.

**Our Approach**

Mr. Wueste and Ms. Nadol will be supported by a full-time Research Associate to conduct the College’s Presidential search. They will start the search with a series of listening sessions to inform and enhance their understanding of the role and the College, and they will meet regularly with the Search Chair and Search Committee throughout the process. AGB Search can manage the work of
the search entirely virtually, in a hybrid model, or in person, depending on the preferences of your Search Committee, as well as based on travel safety concerns.

Our customized search process will incorporate these steps:

- **Organize the search and research leadership needs** – Meet with the Board, Search Chair, and Search Committee, on-site or virtually, and begin the important step of identifying the leadership attributes of the next President.

- **Recruit a talented and diverse candidate pool** – Recruit a fresh, diverse pool of strong candidates by accessing our extensive network of executive search consultants, reaching out to higher education leaders nationally, regionally, and statewide to ask for nominations, engaging underrepresented groups, and advertising in targeted, relevant trade publications and beyond.

- **Review and evaluate candidates** – Advise the Search Committee on techniques for assessing applicant materials; develop a Candidate Assessment Matrix to ensure fair and rigorous evaluation; coordinate selection of semifinalists for interviews; and conduct background research to identify potential issues.

- **Facilitate interviews** – Support the College’s preparation for two rounds of interviews, including off-site or virtual semifinalist interviews and more extensive on-site interviews for finalists; and conduct in-depth background research and “off-list” reference calls.

- **Support discussions and appointment** – Guide your Search Committee through the appointment process and provide transition guidance to ensure a successful launch for the new President.

We believe it is incumbent upon us to advise institutions about how they can operate inclusively so that everyone has a sense of belonging; Justice, Diversity, Equity and Inclusion is embedded in our project methodology. We encourage search committees to be inclusive; we recommend unconscious bias workshops for the committee (which we can provide as an add-on service); we create, with you, a leadership profile for the role using neutral language; we ensure the opportunity is posted in outlets that reach diverse audiences; and we work with the committee to assess candidates against competencies outlined early in the search as critical to success in the role.

As AGB Search’s Managing Principal, I oversee all searches conducted by the firm, and Northern New Mexico College can be assured that I will always be available to answer any questions or address any concerns. Please feel free to contact me at (202) 776-0854 or rod.mcdavis@agbsearch.com.

Sincerely,

Roderick J. McDavis, Ph.D.
Managing Principal
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As your search partner, AGB Search is dedicated to client success and to providing an efficient and effective search.

Founded in 2010 as an affiliate of the Association of Governing Boards of Universities and Colleges (AGB), AGB Search is a national search firm that has assisted with more than 950 full-time executive and interim searches at over 450 institutions and organizations. This experience includes more than 250 successful presidential searches and hundreds of other executive-level positions at colleges, universities, and university systems throughout the country.

Our work spans 48 of 50 states, the District of Columbia, and the U.S. territories of Puerto Rico and Guam. The public and private colleges and universities we have served are both small and large institutions, with annual budgets below $20 million and over $5 billion, endowments ranging from $25 million to $7.3 billion, and total enrollments ranging from under 500 to more than 90,000 students.

On an annual basis, AGB Search conducts more than 90 successful searches for higher education executives. We currently enjoy a 98% successful placement rate overall. In addition to higher education searches, AGB Search offers interim executive search services and our Compensation Evaluation Service.

AGB Search brings a highly qualified, successful team of more than 40 executive search consultants, all with significant experience in recruiting, vetting, and mentoring prospective leaders in the field of higher education. Our team, supported by nine full-time professional research associates and our office staff, delivers customized search services to meet each client’s specific requirements.

More than 90 percent of our search consultants are former Presidents or senior executives of public and private four-year institutions, state and university systems, and community and two-year colleges. This firsthand experience—which includes board, administrative, and faculty perspectives—gives AGB Search expertise and depth that is distinctive within the field of higher education executive search. Our team possesses unparalleled insight into the opportunities and challenges facing the next generation of higher education leaders and is well-positioned to attract a broad array of diverse candidates.
The AGB Search Value Proposition

Through our deep expertise and commitment to our work, we deliver optimal results for our clients.

**EXPERTISE**
- AGB affiliation
- Extensive higher education search experience
- Highly qualified talent
- Full suite of search services

**COMMITMENT**
- Focus on client success
- Partnership approach
- Respect for candidate relationships

**RESULTS**
- Diverse candidates and appointments
- Appointment longevity
- High client satisfaction

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950+ CLIENT ENGAGEMENTS COMPLETED BY AGB SEARCH
90% OF CONSULTANTS ARE FORMER PRESIDENTS OR SENIOR EXECUTIVES
50% OF AGB SEARCH APPOINTMENTS ARE WOMEN OR PEOPLE OF COLOR

40+ PROFESSIONAL SEARCH CONSULTANTS FROM ALL HIGHER EDUCATION SEGMENTS
98% SEARCH COMPLETION RATE OVERALL
Our Commitment to Diversity, Equity, and Inclusion

We seek candidates and nominees who reflect the full diversity of our campuses and our communities.

AGB Search’s commitment to the central importance of diversity, equity, and inclusion is woven throughout our process, including our approach to drafting position descriptions and advertising materials; communicating with search committees, stakeholders and applicants; building candidate pools; training search committees; interviewing candidates; and supporting leadership transitions. In all of our work, AGB Search provides equal opportunity without regard to race, color, religion, sex (including pregnancy and gender identity), national origin, political affiliation, sexual orientation, marital status, disability, genetic information, age, membership in an employee organization, parental status, and military service.

Our commitment to diversity in leadership searches is more than a word, more than an ideal, and more than the attainment of a particular, quantifiable goal. Diversity is the realization of difference, inequity, and the effects of power and privilege. It is balanced by inclusion, the desire to create equal opportunity, and further, the understanding that a diverse community is stronger, richer, and more sustainable than one which actively, or passively, excludes people who are different. Diversity, equity, and inclusion create excellence and spur innovation. AGB Search strives to live our beliefs.

- If desired, we will incorporate anti-bias workshops into the search process (as an add-on service) to support a culture of inclusive excellence in your institution.
- We will develop an assessment matrix to ensure that all candidates are evaluated using the same criteria and metrics. We will advertise in higher education trade publications and websites that signal your intention to recruit a diverse pool.

Outcomes
Through targeted research and outreach efforts, and through the diversity of AGB Search as a firm, we attract diverse pools of the most qualified candidates:

- Over the past three years, 50% of our appointments have been from underrepresented groups (38% women, 12% people of color).
- Of the 280 women we placed in senior executive positions since 2011, 87 have been appointed President or CEO (31%).
• Six of our seven principals are women, and of our team of consultants, 50% are women and 35% are underrepresented minorities. AGB Search’s current staff is composed of 77% women and 54% underrepresented minorities.

• As an example of our ability to build diverse candidate pools, in a recent presidential search for a public liberal arts college in New Jersey, the candidate pool we developed was 25% diverse, exceeding the Hechinger Report of American College Presidency (ACE, 2017) national presidency demographics of 17% diverse.

• AGB Search is ranked among Hunt Scanlon’s HR/Diversity Recruiting Power 65, their annual ranking of the 65 most prominent executive search firms that focus on human resources and diversity, equity, and inclusion.

Distinguishing Firm Qualifications and Resources

Our dynamic team of principals and consultants is specifically focused on higher education. To advance higher education leadership, our firm invests in the development of resources and tools that enhance our search process and the field of higher education executive search. Northern New Mexico College will benefit from AGB Search’s unique differentiating factors, value-added services, and our offering of complimentary resources that will support the College’s future executive searches and its leadership and governance needs.

Differentiating Factors

• **The knowledge and thought leadership of AGB.** Our search process is founded on AGB’s definitive publication, *A Complete Guide to Presidential Search for Colleges and Universities*, an indispensable guide that is applicable to searches for presidents, provosts, deans, vice presidents, and other Cabinet-level positions; selecting an appointee; defining a successful transition of leadership; and shaping institutional strategies for the future.

• **Principals and consultants with firsthand knowledge** of the functional areas of responsibility for presidents, chancellors, vice presidents, chief financial officers, chief diversity officers, deans, and other leadership positions in higher education, which will allow us to effectively assess candidate qualifications, experience, domain expertise, and soft skills.

• **Broad and deep search experience** recruiting senior leaders for Hispanic-Serving Institutions including Barry University, Broward College, California State University - Fresno, Dominican College of Blauvelt, Fairleigh Dickinson University, Fresno Pacific University, Miami Dade College, Nevada State College, New Mexico State University, San Diego State University, Texas State University, University of Houston – Downtown, and many others.

• **Expertise in developing pools of highly qualified, diverse candidates.** We leverage the firm’s network and database, and we conduct targeted research to identify candidates currently employed at minority-serving institutions (e.g., Historically Black Colleges and Universities [HBCUs], Hispanic Serving Institutions [HSIs], Tribal Control Colleges and Universities, and Federally-recognized Minority Serving Institutions).

• **Our ability to recruit top passive candidates** as well as active candidates through our well-established network of contacts and market engagement.

• **Reputation as credible and highly effective ambassadors** for our client organizations.
• **Partnership approach to client relations;** highly communicative, responsive, and transparent.

• **Transition support.** At no extra cost to Northern New Mexico College, AGB Search provides one year of presidential transition support to your institution and the appointed candidate for onboarding/post-hire integration.

• **Cost savings.** AGB Search does not apply administrative fees. Industry standard administrative fees range from 8-15% of the search fee.

• **Competitive Executive Search Pricing for Returning Clients and Multiple Searches.** AGB Search offers competitive pricing for our returning clients and clients who award multiple searches that are conducted simultaneously.

• **Competitive Executive Search Pricing for AGB Members.** AGB Search offers a competitive reduction on executive search fees for institutions that hold membership in AGB.

**Value-Added Services**

**Anti-Bias Workshops.** At AGB Search we believe strongly that anti-bias coaching is valuable to successful organizational development. Building capacity and fluency in thinking about, talking about, and acting towards equity and inclusion includes the development of shared language, shared experiences, and shared tools. Through two of our consultants who are DEI experts, we offer the following optional workshops to advance building a culture of inclusive excellence in your institution. As noted in the Search Fees and Expenses section to follow, an additional fee will be applied to deliver these workshops.

I. **Creating an Inclusive Workplace: Managing Bias in the Selection Process** (2.5 hours) – This session is intended to assist Search Committees in becoming aware of unconscious bias and adopting anti-bias safeguards to preserve the integrity of the search process and build a diverse pool of qualified candidates.

II. **Bias Awareness and Coaching for All Employees** (2.5 hours) - This session is intended for all non-executive employees.

III. **Creating Anti-Bias Safeguards in Human Resources** (2.5 hours) - This session is intended for Human Resource professionals and includes safeguards against the impact of bias in making hiring, discipline, and termination decisions.

**Predictive Index Behavioral Assessment.** An additional, optional assessment tool that AGB Search offers is the Predictive Index (PI) Behavioral Assessment. The PI Behavioral Assessment measures motivating drives in the workplace and can be used in conjunction with traditional screening methods such as résumé review, interviews, and reference checks. AGB Search can provide additional information about the PI Behavioral Assessment upon request.

**Predictive Index Cognitive Assessment.** In addition to the PI Behavioral Assessment, AGB Search also offers the PI Cognitive Assessment. The PI Cognitive Assessment consists of 50 multiple choice questions from three cognitive ability categories (verbal, numerical, and abstract reasoning) and nine subcategories. It is used to assess the rate at which a person can learn and process complex information.

**AGB Consulting.** Northern New Mexico College will have access to AGB’s proven solutions for higher education leadership to ensure financial strength, improve governance policies and
procedures, and govern with confidence. AGB’s Governance and Strategy & Transformation practice areas provide board and presidential customized assessments, composition and succession planning, development workshops, the creation and implementation of sustainable business strategies for institutional vitality, and support and guidance for higher education leaders instituting consequential change. Visit AGB.org/Consulting to learn more.

Complimentary Resource Package

AGB Search is committed to supporting Northern New Mexico College. We recognize that you are navigating the significant disruption in higher education that has been caused by the COVID-19 pandemic. As an affiliate of the Association of Governing Boards of Universities and Colleges (AGB) that is committed to advancing higher education leadership, AGB Search is pleased to offer hard copies of publications from the AGB Resource Library. As a thought leader in higher education, AGB has built an extensive library of resources to help you understand the issues confronting your organization, prepare yourself for effective boardroom performance, and fulfill your responsibilities as higher education leaders and trustees. Some of our relevant reports include The 21st-Century Presidency: A Call to Enterprise Leadership; Assessing and Developing College and University Presidents; Crisis Leadership for Boards and Presidents; and Risk Management: An Accountability Guide for University and College Boards.
Our Talent —
Your Search Team

AGB Search has given careful consideration to align the expertise of the firm with the needs of Northern New Mexico College. Your search team includes Executive Search Consultants and a full-time Research Associate committed to serving your Search Committee and all stakeholders until the right candidate is appointed.

There is one constant thread running through our process: we listen intently to clearly understand your needs. Our firm is focused on your search with a full level of effort that is not limited by hourly restrictions or hampered by arbitrary closing dates. We will remain engaged until the search is completed to your satisfaction.

Your search team will be co-led by Richard A. Wueste, J.D., Executive Search Consultant, and Anne K. Nadol M.A., MGA, Executive Search Consultant, who together possess extensive knowledge, skills, and experiences that will enable them to understand and assess your needs, compile an accurate position profile, and engage with candidates who will bring the requisite background to thrive as President of Northern New Mexico College.

Biographical sketches of Mr. Wueste and Ms. Nadol are included to provide an overview of their experience in academia, higher education leadership, and executive search consulting.
Richard A. Wueste, J.D., Executive Search Consultant

Richard A. Wueste, J.D., has conducted over 75 searches for AGB Search, including 21 presidential searches. In assisting searches for presidents, provosts, and deans, he has enjoyed consistent success in filling executive-level positions with people who fit the needs of a wide array of institutions.

Prior to joining AGB Search in 2012, Mr. Wueste spent more than 25 years in higher education, serving as President of Adams State University, a Hispanic-Serving Institution (HSI) in rural Colorado; Vice President and Chief Operating Officer of Heritage University, an HSI located on the Yakama Indian Reservation in rural Washington State; Assistant Vice President for Administrative Services and Treasurer of an auxiliary services corporation at Stony Brook University, a SUNY research university on Long Island, New York; and Administrator for University Services and Human Resources at the University of Wisconsin–Milwaukee, an urban research university.

During his academic career, Mr. Wueste established the ethics program for the Harriman School of Business at Stony Brook University and developed and taught courses in ethics, law, and leadership. He is the co-author of the academic book *Human Resource Development in Changing Organizations*. His reputation as an entrepreneurial leader is based on his success in developing and integrating new enterprises, diversifying income streams, and assisting universities in navigating evolving challenges. His direct administrative experience includes service as an executive in strategic planning; human resources and organizational design; procurement; advancement; student services; enrollment management; government, public, and community relations; delivery of offsite education services; auxiliary services; financial services; and risk management.

Mr. Wueste led the team that created the Mount Adams Health Foundation to help provide for the healthcare needs of underserved communities in rural Washington State, serving as founding chair and president. He has been active on the boards of a number of other public service and professional organizations.

Working as a management consultant, Mr. Wueste was President and CEO of three integrated consulting corporations engaged in economic development. He is of Hispanic origin and is a first-generation college graduate.

**CURRENT/RECENT SEARCHES**

- **President**, Fresno Pacific University – *In Process*
- **President/Dean**, California Western School of Law
- **President**, California Institute of Integral Studies
- **President**, University of Guam
- **President**, National University
- **President**, Bay State College
- **President**, Cuyahoga Community College – *In Process*
Anne K. Nadol, Executive Search Consultant

Anne K. Nadol M.A., MGA, joined AGB Search in 2021 as an executive search consultant after more than 20 years at one the country’s largest public universities, Temple University. During her tenure under five university presidents, Ms. Nadol served as Vice President and Secretary to the Board of Trustees, functioned as the Chief of Staff to the President, and served as an officer of the Board of Trustees and of the University. In her capacity as Chief of Staff, she served as one of seven members of Executive Cabinet, which oversaw all administrative functions of the institution.

As Board Secretary, she served on the AGB Board Professionals Council and oversaw the modernization of the university’s Board operations, revamped the Board orientation program to focus on governance best practices, and served as the principal liaison with Board leadership and the Board’s 36 trustees. She was also involved in significant university-wide initiatives, including review of the University’s sexual assault policies and disciplinary process, Middle States Accreditations, NCAA Recertification, and multiple strategic planning initiatives. Ms. Nadol staffed numerous executive searches for the university, including the 2020 Presidential search and searches for the Provost, Vice President for Institutional Advancement, Chief Compliance Officer, Athletic Director, and head coaches, among others.

Prior to joining Temple University, Ms. Nadol served as Special Assistant to the Mayor of Philadelphia, Edward G. Rendell, and as Assistant Deputy Mayor. In these roles, she worked directly with the mayor in coordinating with state and local officials, City department heads, and other senior managers to resolve critical, time-sensitive issues. She co-directed preparation of the City’s Five-Year Financial Plan and served as the principal staff member for the citywide strategic planning initiative. Currently, at the behest of Mayor James F. Kenney, she serves as an appointee to the Philadelphia Industrial Development Corporation (PIDC).

Before her public service in Philadelphia, Ms. Nadol served as a Presidential Management Fellow working as an International Trade Specialist in the International Trade Administration of the U.S. Department of Commerce.

Ms. Nadol holds a Bachelor’s in Government from Franklin & Marshall College, a Master’s of Government Administration from the Fels Institute of Government at the University of Pennsylvania, and a Master’s in International Relations from the University of Pennsylvania.
AGB Search Leadership

Roderick J. McDavis, Ph.D., is the highly-respected President Emeritus, and the first African-American president, of Ohio University and has decades of experience recruiting and mentoring leadership teams. He has completed executive searches for presidents and other senior leaders in higher education since joining AGB Search. Dr. McDavis ensures that all searches are completed on time, uses his network to recommend potential candidates, and troubleshoots any potential issues.

Melissa K. Trotta, Ed.D., is the secondary point of contact and oversees all daily operations of AGB Search. Dr. Trotta brings 25 years of higher education experience at institutions including Georgetown, Harvard, and Johns Hopkins, as well as a broad array of search experience to her role. She is available to assist our clients throughout the search process with all matters both professional and administrative.

The AGB Search Staff

Mr. Wueste and Ms. Nadol will be assisted at every stage of the search by the following dedicated team of professionals.

- **A full-time Research Associate** works to develop a diverse and abundant field of candidates. Our research associates (RAs) provide vital research and support to the team throughout the search process. RAs support the development of outreach strategies, advertising plans, and placing advertising; sourcing prospective candidates via our internal database, online platforms, other Internet research, and targeted email communications; collecting candidate data; and evaluating candidate alignment with respect to the client’s desired attributes and required qualifications, including educational credentials and professional experience.

  AGB Search’s research associates are a highly analytical group of individuals who are committed to diligently performing this detail-intensive work. Our RAs have diverse educational and professional backgrounds that include executive search experience in higher education, retail, healthcare, and accounting; research in the fields of higher education, compensation evaluation, healthcare systems, business administration, and marketing; professional experience as college and university professors, and teachers and administrators at the secondary education level; and in institutional advancement, communications, accounting, commercial real estate, and banking positions. Once a contract to retain AGB Search’s executive recruitment services is executed, a research associate is assigned to the team based on expertise and capacity, as well as the characteristics and requirements of the institution.

- **AGB Search consultants work collaboratively.** Candidates for this search may come from recommendations by 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 AGB Search team.

- **AGB Search’s office staff will provide services** including contracting, accounting, and website support. They assist the consultants with ensuring that the search proceeds smoothly, that all materials are available, and that all questions are answered promptly.
AGB Search is a team of knowledgeable administrators and search professionals with decades of experience leading institutions, hiring and mentoring future leaders, and providing thought leadership to the higher education community. Our firm will:

- Engage our industry connections to cultivate a diverse pool of candidates;
- Assess and discern the potential for each candidate’s success in consideration of their credentials, character, and alignment with Northern New Mexico College’s distinctive environment; and
- Remain invested in the search until a candidate is appointed and beyond to ensure an effective transition.

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To illustrate the depth and breadth of AGB Search’s capacity, flexibility, and experience, we are pleased to present a representative list of the firm’s placements of Presidents and related positions, as well as an overview of the techniques that we employ to conduct remote searches. Additionally, we have included executive search references from higher education institutions for Mr. Wueste and Ms. Nadol.
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Mount Aloysius College (PA)
Mount Mercy University (IA)
Mount Saint Joseph University (OH)
Muskingum University (OH)
National Center for Higher Education Management Systems (CO)
National University (CA) - In Process
Nazareth College (NY)
Nevada State College (NV)
NewSchool of Architecture and Design (CA)
North Dakota State College of Science (ND) - In Process
North Dakota State University (ND) - In Process
Oakland City University (IN)
Ohio Foundation of Independent Colleges (OH)
Olive-Harvey College (IL)
Owens Community College (OH)
Pittsburgh State University (KS) - In Process
Pittsburgh Theological Seminary (PA)
Quest University Canada (BC)
Rampapo College (NJ)
Richard J Daley College (IL)
Rockhurst University (MO) - In Process
Saint Joseph's College, New York (NY)
Saint Mary's College of California (CA)
Saint Michael's College (VT)
Santa Fe College (FL)
Seminole State College of Florida (FL)
Sierra Nevada College (NV)
Slippery Rock University (PA)
Southern Connecticut State University (CT)
Southern University and A&M College (LA) - In Process
St. Catherine University (MN)
St. Cloud State University (MN)
State Higher Education Executive Officers Association (CO)
Suffolk University (MA)
SUNY Erie Community College (NY)
Tacoma Community College (WA)
Texas Southern University (TX)
Thaddeus Stevens College of Technology (PA)
The University of Montana (MT)
The Washington Center (DC)
Thomas More University (KY)
Union Institute and University (OH)
University of Guam (GU)
University of Iowa (IA)
University of Minnesota (MN)
University of Nebraska (NE)
University of North Dakota (ND)
University of Northern Iowa (IA)
University of Pittsburgh at Bradford (PA)
University of Puget Sound (WA)
University of The Bahamas
Valencia College (FL)
Valley City State University (ND)
Valparaiso University (IN)
Wake Technical Community College (NC)
Walla Walla Community College (WA)
Wayland Baptist University (TX)
Western Colorado University (CO) - In Process
West Texas A&M University (TX)
West Virginia State University (WV)
Wheelock College (MA)
Wichita State University (KS)
Wiley College (TX)
William Jewell College (MO)
Williston State College (ND)
AGB Search’s Techniques for Conducting Remote Searches

AGB Search utilizes videoconferencing platforms to recreate the key elements of an in-person search process, maintain best practices, and achieve the expected search deliverables. Below are some of the approaches and flexible solutions that our firm has used to successfully conduct virtual or hybrid searches.

- We have conducted remote semifinalist and finalist interviews using the preferred videoconferencing platform of our clients (i.e., Zoom, Microsoft Teams, GoToMeeting, Google Meet, etc.). Interviews have been structured to mirror traditional semifinalist and finalist itineraries. For example, semifinalist interviews have been scheduled in 1.5-hour blocks, allowing for one hour of questions by the Search Committee, followed by 15 minutes of questions from the candidate, with 15 minutes allotted for any unforeseen technology issues.

- During finalist interviews, we have sought to recreate what an on-campus visit would include, such as open forums. During a search at a small liberal arts college, meetings were spread over two weeks. The candidates met with faculty, staff, students, the Cabinet, Board members, and others, in addition to participating in an open forum and making a formal presentation on a topic provided by the institution, followed by a question-and-answer session. Other clients have chosen a 1-2-day format for each finalist interview.

- AGB Search has used video tours of campuses, the President’s residence (for presidential searches), and the college/university community to provide candidates with information about our clients’ campuses and their localities. To deepen candidates’ understanding, video tours have been supplemented by PowerPoint presentations focused on the city/town and its locations of interest, amenities, schools, events, and activities.

These adaptations have been received positively by Search Committees, Boards, and candidates. We understand that each Search Committee will have a different vision for their process, comfort level conducting a search virtually (in whole or in part), and willingness to appoint candidates with limited in-person interaction. AGB Search is committed to working with Northern New Mexico College’s Search Committee to agree upon and execute an effective process while travel restrictions and health concerns persist.
References

**Preferred Contact Method:** As a courtesy to our references, we kindly request that initial contact is made via email.

**California Western School of Law**
- **SEARCH:** PRESIDENT
- **CONTACT:** Mr. Jeff Lewin, Chair, Board of Trustees
- **EMAIL:** jefflew1945@gmail.com
- **CONSULTANT:** Mr. Wueste

**Union Institute and University**
- **SEARCH:** PRESIDENT
- **CONTACT:** Ms. Christine van Duelmen, Vice Chair, Board of Trustees; Chair, Search Committee
- **EMAIL:** cvanduelmen@gmail.com
- **CONSULTANT:** Mr. Wueste

**Bay State College**
- **SEARCH:** PRESIDENT
- **CONTACT:** Mr. Tom Clawson, Search Committee Chair; Board of Trustees Chair
- **EMAIL:** tclawson26201@gmail.com
- **CONSULTANT:** Mr. Wueste
Our Search Process and Timeline

Working with Search Committees is the heart of what AGB Search does, and we have experience guiding committees of all sizes, compositions, and backgrounds. Our process is designed to ensure that the Search Committee is deeply involved every step of the way.

Your Search Committee’s needs and timeline drive the process. Your knowledge of the institution supports the creation of the position profile that allows us to recruit a strong group of candidates. Your stakeholders’ passion ensures you hire the right candidate whose values and approach align ideally with those of Northern New Mexico College.

Mr. Wueste and Ms. Nadol will work closely with the Search Committee from the outset to create new materials and processes for recruitment. They will collaborate with the Search Chair and members of the Search Committee, as appropriate, to gain approval of the search process and documents. They will also prepare a recruitment plan and an advertising recommendation for the Search Committee’s review and approval.

As the search nears the end of the recruiting period, the Committee’s work will focus on candidate review and selection. A jointly drafted rating instrument (Candidate Assessment Matrix) helps provide consistency as Mr. Wueste and Ms. Nadol facilitate the collaborative process by which the Committee selects semifinalists and finalists for interviews.

Our consultants will be in frequent contact with the Search Chair throughout the search. They anticipate between four and six meetings with the Search Committee; some meetings may occur via conference call or video conference, if and when appropriate.

AGB Search is prepared to use teleconferencing and online meeting platforms such as Zoom, GoToMeeting, etc. to conduct Search Committee meetings, listening sessions, interviews, and other search process functions. The use of these platforms will be determined in conjunction with the College’s Search Committee.
## Search Process

AGB Search will work closely with your Search Committee through the entire search timeline. Below are the steps you can expect during the process and a proposed schedule.

<table>
<thead>
<tr>
<th>PREPARE AND RESEARCH NEEDS</th>
<th>RECRUIT CANDIDATE POOL</th>
<th>REVIEW CANDIDATES</th>
<th>CONDUCT INTERVIEWS</th>
<th>APPOINT NEW LEADER</th>
<th>TRANSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mid-February 2022</strong></td>
<td><strong>Late February – March 2022</strong></td>
<td><strong>Early April 2022</strong></td>
<td><strong>Mid-April – Mid-May 2022</strong></td>
<td><strong>Late May 2022</strong></td>
<td><strong>June 2022 – June 2023</strong></td>
</tr>
<tr>
<td>Hiring authority and/or Search Committee meet with consultants to determine timeline, outreach strategy and priorities, and characteristics sought.</td>
<td>AGB Search initiates wide-ranging advertising and outreach strategy.</td>
<td>Committee members review candidate files.</td>
<td>Search Committee hosts neutral site or virtual interviews.</td>
<td>Consultants support discussions with final candidate and communication of appointment.</td>
<td>Consultants support successful transition of the newly appointed leader for one year.</td>
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<tr>
<td>Consultants meet with stakeholders to discuss opportunities and challenges of the position.</td>
<td>Consultants narrow focus on vetting most promising candidates.</td>
<td>Search Committee and consultants meet to select neutral site (semifinalist) candidates and assign reference calls.</td>
<td>Search Committee selects finalists, and AGB Search completes background checks.</td>
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<tr>
<td>AGB Search prepares advertising, recruitment plan, and position profile for Committee approval.</td>
<td>Rating instrument is developed to assess candidates.</td>
<td>AGB Search completes due diligence on semifinalists.</td>
<td>Campus hosts finalist interviews; Search Committee finalizes candidate assessment.</td>
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As a full-service firm, AGB Search manages all search materials, including communications soliciting nominations and interest, acknowledgment of applications, correspondence with applicants, and letters of advancement and non-advancement. We create a confidential, secure website through which Search Committee members have continuous access to all candidate materials.
1. Organize the Search and Research Leadership Needs

Our first responsibility is to thoroughly understand Northern New Mexico College and the qualities that the institution needs in a new President. Mr. Wueste and Ms. Nadol will visit the campus or conduct virtual meetings (e.g. Zoom, GoToMeeting, etc.) to interact with the Search Chair and Search Committee and to meet with trustees, campus administrators, faculty members, 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.

In collaboration with the College’s Search Committee and Office of Communications/Marketing, AGB Search will develop a comprehensive position profile to outline the position qualifications and ensure the collective expectations of stakeholders are represented.

2. Recruit a Talented Pool of Candidates

AGB Search enhances its ongoing approach to recruiting viable candidates with tools such as Spark Hire (an interviewing platform), the Predictive Index’s Behavioral Assessment, our proprietary database of more than 80,000 candidates, and the LinkedIn Recruiter platform. Directed by the experience, skills, and professional characteristics identified in the search profile, we will recruit a fresh pool of candidates tailored specifically to your leadership needs. 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. Although Mr. Wueste and Ms. Nadol will lead the recruitment effort through their own extensive networks, they also will look to their professional colleagues’ 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 AGB Search team.

Identifying candidates from sources outside of higher education.

If the Committee wishes, we can also seek candidates whose primary experience is in the corporate sector, other not-for-profit organizations, or public service, whose skills, background, and related experience match those in the profile, and who also have a deep understanding of Northern New Mexico College, as well as its culture and locale. This outreach may include alumni who want to return to serve their alma mater.

AGB Search’s Washington, D.C., connections.

AGB Search enjoys a robust network of key relationships in the Washington, D.C., area that includes leaders in the government, military, U.S. Foreign Service, and the U.S. Chamber of Commerce, as well as board and executive leaders at significant non-profit organizations.

Outreach to underrepresented groups.

We will seek nominations from individuals at organizations that champion the advancement of current and future leaders from underrepresented groups, such as the Alliance for Equity in Higher Education, American Indian Higher Education Consortium, Hispanic Association of Colleges and Universities, American Association of Blacks in Higher Education, American Association of University
Women, the National Association of Diversity Officers in Higher Education, the National Congress of American Indians, and the Rutgers Center for Minority Serving Institutions, among others.

Advertising in the leading higher education trade publications and websites.

We will consider key higher education outlets that may include The Chronicle of Higher Education, Women in Higher Education, and the Hispanic Outlook in Higher Education, as well as websites such as DiverseJobs.com and InsideHigherEd.com. We will also consider position-specific websites and publications for advertising, such as the American Association of Hispanics in Higher Education (AAHHE) and the American Association of State Colleges and Universities (AASCU).

Mr. Wueste and Ms. Nadol will identify outstanding potential candidates and conduct initial screenings to learn as much as possible about their history, experience, level of interest in and understanding of the position and the College, and specific circumstances of their candidacy. This focused effort brings high quality, pre-screened candidates to the Search Committee for their consideration.

3. Review and Evaluate Candidates

We will work closely with the Search Chair and Search Committee through a collaborative process to discern the most qualified candidates. We will advise the Committee on best practices and assist them in developing a rating methodology that ensures fair and rigorous evaluation of credentials. The introduction of rigorous processes early in the search helps the Committee develop a keener sense of each candidate’s strengths and potential. The Committee’s selection of semifinalists to invite for interviews activates the first round of due diligence, in which reference calls are initiated. We also conduct Internet (Google and other search engines), Nexis, and CourtLink reviews, as well as social media research (in-house and through an outside vendor) to identify potential issues that candidates may need to address.

4. Facilitate Interviews

We will support the Search Committee’s preparation for two rounds of interviews: semifinalist interviews at an off-campus location (neutral site) and more extensive rounds of interviews for finalists. During the continuing COVID-19 global pandemic and its present variants, the Search Committee may wish to conduct these interviews virtually, through interfaces such as Zoom. As part of the interview process for finalists, we also conduct additional due diligence, including “off-list” reference calls, which target individuals who can address specific areas of interest for finalists; extensive social media checks and background checks, including driving, criminal, civil, and credit checks; and verification of all academic degrees and credentials.

In planning for the administrative and logistical support for this search, we recommend that Northern New Mexico College provide a Search Liaison to facilitate the process.

5. Support Discussions and Appointment

By gathering compensation expectations and other information from the most promising candidates as the search progresses, we can inform the eventual discussions with the candidate of choice. Mr. Wueste and Ms. Nadol can also serve in an intermediary role during initial negotiations, working with the hiring authority and candidate of choice to assure there is a shared understanding of interests.
6. Leadership Transition Planning

AGB Search provides transition planning for presidential searches for one year. Transition planning includes developing strategies to support, prepare, and ensure a successful launch and transition for the new president. We include this service as part of our process at no additional fee. A thoughtful and well-executed transition plan in the early months of a new leader’s tenure supports the new president’s first year in office and sets the stage for long-term success. With support and guidance from Mr. Wueste and Ms. Nadol, we will ensure that Northern New Mexico College, the Board of Trustees, and the President-elect are prepared for and committed to a successful leadership transition.

Our Commitment

We are committed to our work and to your success. If Northern New Mexico College is unable to identify a candidate of choice for its 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 during the first year, we will return to assist in a follow-up search on an expenses-only basis. A full description of AGB Search’s commitment and Limited Warranties is included in the Search Fees and Expenses section of this proposal.
Search Engagement Deliverables

Mr. Wueste and Ms. Nadol will provide the following deliverables with the support and assistance of other AGB Search staff as appropriate.

1. **A pre-search study**, which includes virtual or in-person meetings with representatives from the faculty, staff, students, and other constituents to define a common understanding of the needs of Northern New Mexico College and an agreement on desirable leadership attributes for the position. This stage of the process will also include a kick-off meeting between the AGB Search team and the Search Committee.

2. **A final comprehensive search profile**, which will include all the necessary information about the position, the College, and the community to attract outstanding candidates.

3. **Solicitation of a diverse candidate pool**. This pool will represent diversity of background, race, ethnicity, gender, and other factors, ensuring quality candidates that reflect the Northern New Mexico College community.

4. **A detailed advertising and outreach plan**, which targets the advertisement in locations likely to reach strong candidates and assures that the search profile reaches higher education leaders best able to recommend qualified potential candidates.

5. **A mid-search meeting of Mr. Wueste and Ms. Nadol** with the Search Committee to advise the Committee on best practices and to develop a rating system for candidate application evaluation.

6. **A secure, password-protected website** providing the Search Committee with access to all candidate application materials.

7. **Assistance during the interview process**, including guidance on interview techniques, providing sample questions to review and revise, planning and conducting neutral site interviews, and ensuring candidate confidentiality.

8. **Reference checks** for chosen candidates and facilitation of professional background checks on finalists.

9. **All search-related outreach and administrative services**, including communication to the Search Committee and stakeholders, solicitation and processing of applications, and management of correspondence and contact with the candidates.
Search Fees and Expenses

<table>
<thead>
<tr>
<th>AGB SEARCH FEES</th>
<th>AMOUNT</th>
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<tbody>
<tr>
<td>Search Fee (Fixed)</td>
<td>$65,000</td>
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<tr>
<td>Administrative Fees</td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Total AGB Search Fees</strong></td>
<td><strong>$65,000</strong></td>
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<thead>
<tr>
<th>ESTIMATED SEARCH EXPENSES</th>
<th>AMOUNT</th>
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<tbody>
<tr>
<td>Travel Expenses for Consultants (airfare, lodging, transportation, meals)</td>
<td>$7,500</td>
</tr>
<tr>
<td><em>Travel expenses reflect the costs associated with multiple trips for meetings, interviews, etc. Travel is contingent on the Search Committee’s needs and may not be required in the event of a remote search.</em></td>
<td></td>
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<tr>
<td>Advertising</td>
<td>$4,000</td>
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<tr>
<td>Finalist Candidate Background Checks (Estimated 3 Candidates)</td>
<td>$2,250</td>
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</tbody>
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<table>
<thead>
<tr>
<th>OPTIONAL SERVICES</th>
<th>AMOUNT</th>
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<tbody>
<tr>
<td>Anti-Bias Workshops</td>
<td></td>
</tr>
<tr>
<td>I. Creating an Inclusive Workplace: Managing Bias in the Selection Process</td>
<td>$3,000 per workshop</td>
</tr>
<tr>
<td>II. Bias Awareness and Coaching for All Employees</td>
<td></td>
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<tr>
<td>III. Creating Anti-Bias Safeguards in Human Resources</td>
<td></td>
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<tr>
<td>Predictive Index Assessments</td>
<td></td>
</tr>
<tr>
<td>I. Predictive Index Behavioral Assessment</td>
<td></td>
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<tr>
<td>II. Predictive Index Cognitive Assessment</td>
<td>$300 per assessment</td>
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</table>

**Proposed Search Fee**
To assist Northern New Mexico College with the search for your next President, AGB Search will charge a comprehensive flat fee of $65,000. The search fee includes all administrative charges incurred directly by AGB Search as part of its overhead in the administration of this search (i.e., internal administration, public profile research, candidate references, printing and production, copying and supplies, postage and courier deliveries, telephone, web portal applications and digital archive, video telecommunications, and miscellaneous expenses).

AGB Search’s comprehensive fee is payable in four installments. The initial search fee payment will be invoiced at the end of the month in which the search contract is initiated, and the second and
third installments will be invoiced at the end of the two subsequent months. The fourth and final payment will be invoiced at the end of the month following appointment.

**Administrative Fees:** AGB Search does not apply administrative fees. Based on our proposed fee and common industry practices, we estimate that this waiver will save the College $5,000-$10,000.

**Estimated Search Expenses**

**Travel Notice:** In conjunction with Northern New Mexico College’s Search Committee, AGB Search will assess the viability and safety of travel in consideration of all Coronavirus/COVID-19 related travel warnings and restrictions. If travel is agreed upon, all consultant travel-related expenses are billed separately on a monthly basis at actual cost. The amount of consultant travel depends on the needs of the Search Committee and the number of meetings and trips requested. We advise the College to budget an additional $1,000 per candidate for travel expenses for in-person interviews. Candidates’ expenses are covered by the College and are not included in AGB Search’s fee or direct costs.

**Advertising:** Advertising expenses are based on the needs and requests of the Search Committee and they are billed separately on a monthly basis at actual cost. The proposed advertising expenses reflect the execution of a national online campaign.

**Finalist Candidate Social Media Checks and Background Checks:** Expenses are based on an estimate of three finalist candidates. Background and social media check expenses will be billed directly to the College at actual cost, supported by invoices or receipts, and without administrative fees.

**Expense Adjustment:** All of the expenses included in our proposal are estimates that can be adjusted at the discretion of the Search Committee.

**Our Commitment**

If Northern New Mexico College is unable to identify a candidate of choice for the position of President within the initial timeline (normally 4-6 months), we will continue the search process until a successful appointment is made, within one year of the initial start date of the search.

If the person selected as President leaves the position within one year from the date he or she occupies the office (i.e., is employed by or under contract with the College), or has been terminated for any reason excepting disability, change of ownership or organizational realignment, or if the person leaves for any reason other than unforeseen circumstances such as death, illness or disability; or a change of ownership or organizational realignment; a significant change in the role or work assignment or compensation; an abusive work environment; or if there is a material misrepresentation or lack of material information of any kind by the institution, AGB Search will assist in a follow-up search provided that the re-opened search commences within three (3) months of the employment termination date.

In each of the scenarios described above, there will be no additional search fee, and only previously agreed upon out-of-pocket expenses incurred in connection with the re-opened search will be charged, such as consultant travel, advertising, background checks, and Predictive Index Assessments (if requested).

Our Commitment applies only to the search described and may not be applied to other searches performed by AGB Search.