Mid Michigan College Board of Trustees Special Meeting

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The meeting took place in the Center for Student Success, Room 234 of the Mt. Pleasant Campus.

Present: Douglas A. Jacobson, Board Chair; Betty M. Mussell, Vice Chair; Richard S. Allen, Jr., Secretary; Thomas W. Metzger, Treasurer; Terry Petrongelli, Trustee; Carolyn C. Bay, Trustee; Christine M. Hammond, Ph.D., President

Absent: Eric T. Kreckman, Trustee

Agenda Item I: CALL TO ORDER

The Board Chair called the meeting to order at 1:00 PM.

Agenda Item II: PAULY GROUP PRESENTATION

Angela Provart, President of the Pauly Group provided a presentation to the Board of Trustees. The Pauly Group is one of the potential firms that the Board of Trustees is considering to handle the search for the next president of Mid.

Pauly Group would charge $46,000 for their services to Mid if selected.

Agenda Item III: CAMPUS TOURS

Vice President Matt Miller provided a campus tour to both search firms in order for them to get a better perspective of Mid as a whole.

Agenda Item IV: GOLD HILL PRESENTATION

Preston Pulliams, President/CEO of Gold Hill Associates provided a presentation to the Board of Trustees. Gold Hill Associates is one of the potential firms that the Board of Trustees is considering to handle the search for the next president of Mid.

Gold Hill Associates would charge $30,000 + $2,000 travel expenses for their services to Mid if selected.

Trustee Metzger excused himself from the meeting. Trustees identified the decision regarding the selection of Bond Counsel as a topic to be addressed. Respecting the provisions of the Michigan Open Meetings Act Trustees deferred further discussion until a subsequent meeting.

Trustees discussed the elements of the search process as outlined by each of the firms. In particular, attention was given to the level of support and guidance that each firm offered during the search process. There was general agreement that broad engagement across the college community is an important aspect of the search.

Motion by Trustee Petrongelli to hire Pauly Group as the consulting firm for the Presidential Search. Second by Trustee Allen. All Ayes; Motion Carried.

Meeting adjourned at 5:07 PM
Pauly Group
Presidential Search
Pauly Group’s Story

- Founded in 1990 by Teri Pauly
- Expressed purpose of serving only community and technical colleges
- 53% of positions are filled by a woman or person of color

- Angela began in 1996
- Angela became President in 2004
- Started Presidential searches in 2004
- Added consultants in 2017
Organizational Chart

- Angela Provart (President and CEO)
- Sue Carline (Operations Administrator)
- Rebecca Albertini (VP Operations)
- Marsi Liddell (Search Consultant)
- Research Consultants (Total of 10)
Pauly Group’s Philosophy

- Open and Honest Communication
  - Listen!!
  - Board
  - Committee
  - Liaison
  - Candidates

- Ethics

- Time-Tested Process
Pauly Group's Search Process

- Board Assistance
- Full search Coordination
- Committee Facilitation and Support
- Candidate Management
Board Assistance

- Needs assessment with full Board
  - Minimum qualifications
  - Desired characteristics
  - Salary/Benefits

- Listening sessions with all college constituencies
  - Faculty
  - Staff
  - Direct reports
  - Students
  - Union/Governance groups
  - External stakeholders

- Search Committee selection
- Search timeline
- Final Referencing
- Credit/Criminal/Civil Background checks
- Successful candidate negotiations
# Full Search Coordination

## Recruiting
- Position Profile development
- Job ad placement
- 1,000’s of recruiting emails
- Hundreds individual recruiting calls
- Pre-screen and preliminarily research applicants as received

## Final Referencing
- Obtain candidate permission
- Contact 8 – 10 sources
- Interview listed/unlisted sources
- Credit/Criminal/Civil checks
- Provide full reports in writing

## Interview Processes

**For Search Committee & Board**

- Develop interview schedule
- Write interview questions
- Facilitate interview process and discussion of candidates
- Lead process of selecting successful candidate(s)
Committee Facilitation and Support

- Receipt of applications
- Prescreen into tiers for committee efficiency
- Preliminary research of applications
- Committee training/orientation
- Facilitate process of identifying semifinalists
- Coordinate writing if interview questions
- Lead process for interviewing and discussing candidates
Candidate Management

Pre-Application
- Calls with potential applicants
- Extensive conversations regarding strengths and weaknesses of college
- Salary and benefits

After Candidate Selection
- Explanation of referencing process
- Extensive conversations regarding strengths and weaknesses of college
- Salary and benefits

Post-Interview
- Feedback from interviews
- Maintain frequent and meaningful communication with candidates throughout search process
- Contact unsuccessful candidates
Pauly Group Presidential Search

Thank you!

Questions?
Search Project Calendar

This calendar is for presentation purposes only and may be manipulated in any way to meet the needs of Mid-Michigan College.

November and December 2019

- Develop Position Profile
- Develop Project Calendar
- College Signs Contract and it is Received in PGI Office
- Meetings with Constituency Groups

** Schedule Dates for Special Board Meetings and 5 evenings in late April and early May, 2020 for Board to interview Final Candidates

January, 2020

- Initial Committee Meeting with Search Consultant — Date TBD

Special Board Meeting to Approve Position Profile — Date TBD

- Email and Recruiting Call Lists Developed
- Prepare Electronic Mailings
- Post Profile with Pauly Group associated organizations
- College Posts Profile on College Website
- Post Profile on Pauly Group Website
- Packets to Consultants — Date TBD

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

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

Pauly Group will place one ad in HigherEdJobs.com, unless another medium is requested by client college. If the position to be filled is a specialized position, Pauly Group will place an ad in a related publication or with a relevant association.
<table>
<thead>
<tr>
<th>Date Range</th>
<th>Event</th>
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<tbody>
<tr>
<td>February and March, 2020</td>
<td>Committee Reviews Applicant Pool</td>
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<td><strong>Date TBD</strong> — Close Date for Applicants</td>
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<td>Applicant Ratings due to Pauly Group office — <strong>Date TBD</strong> (2 Days before meeting to determine semifinalists)</td>
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<td>Committee chooses semifinalists — <strong>Date TBD</strong></td>
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<td><strong>Special Board Meeting to Approve Recommended Semifinalists</strong> — <strong>Date TBD</strong></td>
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<td>Zoom Testing with Candidates</td>
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<td>Interviews with Semifinalists — <strong>Dates TBD</strong></td>
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<td>Committee Identifies Final Candidates to Recommend to Board</td>
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<td><strong>Special Board Meeting to Approve Recommended Semifinalists</strong> — <strong>Date TBD</strong></td>
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<td>April and May, 2020</td>
<td>Final Referencing on Candidates</td>
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<td>Final Reference Report to Decision Maker</td>
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<td><strong>On-Campus Interviews</strong> — <strong>Dates TBD</strong></td>
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<td>Gather Feedback from Campus Communities</td>
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<td><strong>Special Board Meeting to Choose Successful Candidate</strong> — <strong>Date TBD</strong> (Must be at least 30 Days after Board Approves list of Semifinalists)</td>
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<td>Final Decision, Negotiation, and Hire</td>
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<td>**Special Board Meeting to Approve Contract of Successful Candidate — <strong>Date TBD</strong></td>
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<tr>
<td>July, 2020</td>
<td>Selected Candidate Begins Post</td>
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An Introduction to our Consulting Strategies
• Preston Pulliams – President
• Founded in 1990 by the late Dr. Bob Barringer
• Exclusive to community college searches
• Associate consultants are all former presidents

Dr. Preston Pulliams
What You Can Expect

• Unsurpassed experience
• Nation-wide network: ACCT, AACC, League of Innovation, AAWCC, ACE, and more
• Diverse applicant pools
• Successful search process
• Strong record of personally recruiting candidates
Recent Placements

Jerry Weber
Bellevue College
(Washington)

Cathy Kemper-Pelle
Rogue Community College
(Oregon)

Bill Pink
Grand Rapids Community College
(Michigan)
Represented College Sampling
Gold Hill Associates Guarantee

GHA guarantees Board satisfaction with the search
Reasons to Hire a Search Firm

1. Prepare your college for a successful CEO search
2. Develop a timeline for the presidential search process
3. Define the college’s primary challenges and opportunities
4. Determine a competitive compensation package
5. Appraise candidates through references, reports, and background checks
6. Market in a competitive environment for top talent
The Gold Hill Search Process

- **Flexible** – tailored to local situation and need
- **Consultant role** – Advisory
- **Final decisions** – Board of Trustees
Gold Hill Search Steps

1. Board appoints Search Liaison
2. Appoint Search Advisory Committee to include trustees, faculty, staff, and community
3. Advisory Committee and Consultant develop presidential profile and calendar of events
4. Board approves profile and calendar
5. Gold Hill Consultant begins the important task of recruitment
6. Advertising is developed and published
7. Applications are received via electronic copy and/or hard copy
8. Gold Hill Consultant evaluates applications and narrows to 10-12 semi-finalists or works with Advisory Committee to make this cut
Gold Hill Search Steps (continued)

9. Gold Hill Consultant reviews list with Advisory Committee and determines 3-5 finalists
10. Finalists are presented to Board for review and approval
11. Board selects three finalists
12. On campus interviews
13. Board selects new President
Responsibilities of the Consultant

- Seek qualified candidates through professional organizations and associations, and personal recruitment including personal email recruitment.
- Actively recruit candidates who are successful sitting professionals.
- Receive and distribute candidate applications to advisory committee.
- Manage initial screening of candidates.
- Work with the college’s public information office and Search Liaison to ensure advertisements are sent to *The Chronicle of Higher Education* and other sources, and to ensure the search is regularly updated on the college’s web site.
- Read and evaluate all applications and correspondence.
Responsibilities of the Consultant (continued)

- Perform preliminary and discrete reference checking for candidates we recommend to the committee.

- Discuss the list of recommended finalists with the Board of Trustees.

- Check with semi-finalists and finalists to confirm their continued interest in the position.

- Complete in-depth reference checks on the final candidates to be interviewed and report findings to the board.

- Assist in developing interview questions if needed.

- Assist in the coordination of interviews and, if requested, participate in interviews.

- Assist with contract negotiation if requested.
Responsibilities of the Board of Trustees

- Appoint a Search Liaison
- Appoint the search advisory committee. (We recommend you include representatives from your board, faculty, staff, administration, and the community.)
- Receive periodic updates of the search process.
- Approve the profile criteria and the calendar of events.
- Read the applications, particularly those recommended by Gold Hill.
- Consider the recommendations of the Consultant and advisory committee and approve semi-finalists/finalists.
- Review the reference reports.
- Interview the finalists.
- Make the final decision.
- Negotiate and issue a contract.
- Announce the decision to the public.
Responsibilities of the Search Liaison

- Coordinate with HR, PR, Board and Consultant to generate position announcement.
- Assist Consultant and Search Committee with special presidential search presence on college website.
- Receive feedback from internal/external constituents and forward to Board and Search Committee.
- Arrange on campus and phone/video meetings between the Consultant, the Board and the Search Committee.
- Assist Consultant with distribution of the applications to Search Advisory Committee and Board.
- Arrange for custodial staff to prepare meeting rooms.
- Contact food services for refreshments and meals during meetings and interviews.
- Work with the business office to assist with travel arrangements for interviews and candidate expense reimbursements.
Responsibilities of the Search Advisory Committee

- Understand and articulate the needs of the college from the perspectives of their constituencies.
- Develop the criteria/profile and calendar, with the assistance of the Consultant if desired, for Board of Trustees approval.
- Receive input from the college’s internal constituencies.
- Read the candidate’s applications, discuss candidates and their applications with Consultant, and recommend semi-finalists/finalists for the Board of Trustees consideration.
- Participate in the interview process, whether as part of a advisory committee interview or as a member of an individual constituency group, as the Board of Trustees prefers.
Concentrated Marketing Strategy

• This strategy employs target marketing with a consistent message supported by an assortment of related marketing activities
  • Tell your story
  • Reach your market
Tell Your Story

• We will work together to develop an accurate description of the:
  • Position
  • Institution
  • Service Area
• You will get direction from the Consultant in how to develop attractive, effective, and well-designed brochures, advertisements, and pamphlets that tell your story.
• The major purpose is to provide knowledge of the opportunities, challenges, and expectations for applicants
Tell Your Story (continued)

• Key goals are to create:
  • Legitimacy about your search
  • An emotional appeal for the potential applicants
Reaching Your Market

• Through strategic press releases, brochures, and advertisements by announcing the search via electronic and/or print advertising.
Electronic Methods

• Use your institution’s website along with additional strategic websites to advertise the search and provide background information
• Maximize the use of social media—such as Twitter, Facebook and LinkedIn—complemented with an email campaign.
Print Methods

• Targeted distribution of print advertising such as brochures and pamphlets along with the placement of advertisements
Personal Methods

- Informal and personal networking to create interest and to recruit applicants at professional meetings, association gatherings, and conventions
Successful Combination

• The combination of electronic, print, and personal marketing, along with the connections available to Gold Hill Associates equals success.
Contact Gold Hill Associates

Dr. Preston Pulliams
Phone: 503-704-3425
preston@goldhillassociates.com

Dr. Walter Nolte
Phone: 307-262-2576
walter@goldhillassociates.com

Dr. Dennis Michaelis
Phone: 254-297-9896
dennis@goldhillassociates.com

Dr. Steve Kinslow
Phone: 512-971-1417
stephen@goldhillassociates.com

Dr. Kathi Hyaine-Brown
Phone: 612-432-1081
katherine@goldhillassociates.com

Visit our website at collegepresidentsearch.com