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February 18, 2010

Abel Guillen, President, Board of Trustees
Peralta Community College District
333 East Eighth Street
Oakland, CA 94606

Dear Peralta Community College District Board of Trustees:

It is both an honor and a privilege to submit a proposal to assist the Peralta Community College District in the search for the next Chancellor. ACCT has the experience and dedicated staff to assist the Board as you seek new leadership for the District.

The ACCT Search Leadership Service has the expertise, fee structure and tailored support services to fit your needs. Our service derives its strength and uniqueness from the following: We -

- **Focus only on the two-year community and technical college sector.**
- **Have a 30-year history of outstanding and recognized service to boards of trustees in colleges and districts throughout the United States.**
- **Maintain an extensive database on potential candidates that reflects the richness, diversity and strength of the community college sector.**
- **Are committed to diversity and choice for the College by working to provide a rich pool of candidates.**
- **Extensive experience conducting searches throughout California.**

Our pricing plan is flexible and we stand ready to commit all the necessary resources to fully focus on the needs of Peralta Community College District's search. We will work closely with the Board throughout every step of the process.

If you have questions about this proposal, please call me at 202-775-4670; cell phone 202-276-1983 or e-mail at npolonio@acct.org.

Sincerely,

A handwritten signature in black ink that reads 'Narcisa A. Polonio'.

Narcisa A. Polonio
Vice President for Research, Education and Board Services



Proposal Submitted to
the Board of Trustees of
Peralta Community College District
to Assist with the Search for
Chancellor

February 18, 2010

Prepared by the
Association of Community College Trustees
Board Leadership Services
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*Association of Community College Trustees
Board Leadership Services*

Behind every successful chancellor stands a committed Board of Trustees that collectively represents the interests of the community – this is a key principle which guides every ACCT search. The legacy of the Board rests on the quality of the decisions it makes, and the most important decision is the hiring of the next chancellor. We will work in close partnership with the Peralta Community College District and the entire Board of Trustees to assist in every step of this important journey.

ACCT fully understands the needs and requirements of the District as outlined in the proposal. An explanation of how ACCT can most effectively provide services to enable the District to meet these requirements is outlined throughout this proposal.

Section 1) Introduction to ACCT and Firm Profile

Founded in 1972, the Association of Community College Trustees (ACCT) is the national nonprofit educational association of Boards of Trustees of community, technical and junior colleges across the United States. ACCT's purpose is to strengthen the capacity of community, technical, and junior colleges to realize their missions through effective Board of Trustees leadership, education and advocacy at local, state and national levels.

ACCT has over 30 years of experience working with Governing Boards and providing expertise in the selection of presidents and chancellors. ACCT is uniquely able to provide comprehensive search assistance, recruitment on a diverse and quality pool of candidates, suggestions on process, and preparation of search materials and guidance to the Board of Trustees and the Search Committee. As the leading national association serving trustees, we have the built-in capacity to conduct a comprehensive national effort and recruit the best leaders for our districts and colleges.

ACCT is the only non-profit professional search consulting organization that:

- Focuses on the two year public community and technical college field.
- Has a 30-year history of providing these services to boards of trustees of colleges, state systems and districts throughout the country.
- Has completed over 300 successful searches for chief executive officers including chancellors of community college districts, superintendents/presidents, and campus presidents.
- Provides comprehensive in-depth background and reference reports on candidates.

A Reputation for Quality

All Boards of Trustees and Search Committees evaluate our service at the conclusion of each search. Some of the strengths consistently cited are as follows:

- ACCT's ability to attract high-quality candidates -- particularly those who might not respond to an advertisement.
- ACCT's reputation for professionalism and equity insure that the pool will be broadly inclusive.
- ACCT's unique relationship within the community college arena makes ACCT ideally positioned to benefit from an efficient recruitment effort.
- ACCT's record of pro-active identification of minority and female candidates.
- ACCT's search service insures both internal and external constituents that the process is open and fair and that the candidate selected is the best of a national field.

ACCT's Board Leadership Services is committed to delivering on our promise to help member boards. We do this by:

1. Providing an honest assessment of Board Leadership Services' capacity to perform the assignment based on the information provided by the board, the district and colleges.
2. Furnishing high level consultative support with a clear understanding that we work for the Board of Trustees.
3. Ensuring that ACCT search consultant(s) treat any and all search related information with the utmost confidentiality.
4. Keeping the Board and the Search Committee fully informed about the process each step of way, with no surprises.
5. Neither encouraging nor recruiting for a minimum period of three years chancellors/presidents who were successfully placed as a result of an ACCT search; and
6. Providing additional services and assistance needed to the Board, as requested, to ensure a smooth leadership transition.

Key Contact and Firms Address:

Dr. Narcisa Polonio, Vice President of Research, Education and Board Leadership Services

Cell: 202-276-1983; Office: 202-775-4670; Email: npolonio@acct.org

Association of Community College Trustees (ACCT)

1233 20th Street, NW, Suite 301

Washington, DC 20036

Section 2) Key Personnel

Staff Qualifications:

Project staff available to assist the Board of Trustees of Peralta Community College District will include project oversight by Dr. Narcisa Polonio, ACCT Vice President for Research, Education and Board Leadership Services, and the Board Leadership Services staff.

Principal:

Dr. Narcisa Polonio is responsible for coordinating all direct services to boards of trustees at ACCT. She has over 25 years of experience working with community colleges including serving as a community college president as well as a college board member. Previous positions include:

- Chief Operating Officer, Replication and Program Strategies, Inc., PA.
- President, Harcum College, PA
- President, Hudson County Community College, NJ
- Director, Office of Community Colleges, New Jersey Department of Higher Education
- Director, Bilingual and International Programs, NJ Department of Higher Education
- Faculty Member, Institute for Educational Management, Graduate School of Education, Harvard University, MA.

Dr. Polonio attended Foothill Community College, CA, holds a B.A. in History from San Jose State University, CA, an M.A. from Stanford University, CA, and an Ed.D. from the University of Massachusetts, Amherst. Additionally, she served for six years as a member of the College of St. Elizabeth Board of Regents.

Support Staff:

ACCT Board Leadership Services maintains a full-time team to assist with all aspects of the chancellor search process. Staff includes:

- **Julie Golder Alion, J.D., Program Specialist;** Responsible for training reference consultants and coordinating reference reports, and assists in many aspects of the search process. She served as a Law Clerk for the Senate Finance Committee, and studied China's legal system in Shanghai. She received her J.D. at the University of Montana School of Law.
- **Patricia Ma, M.P.P., Program Specialist;** Assists in providing CEO search services to Boards of Trustees. Pat's background includes non-profit management and program evaluation research at the American Red Cross and Public/Private Ventures. She holds a Masters in Public Policy from Harvard University's Kennedy School of Government, and a B.A. in Economics and Chinese from Wellesley College.

- **Lewis Jones, M.A., Program Specialist;** Primarily assists with the management of executive searches for Boards of Trustees. He earned a BA and MA in Political Science from Miami University, OH.
- **Justin Sanders, Project Management Associate;** Responsible for board training and assessment as well as department communications. Received a BA in Communication from the University of Arizona, served as an Education Volunteer for the US Peace Corps in Azerbaijan, and is currently pursuing an MA in International Education from George Washington University, DC.
- **Christina Sage, Project Management Associate;** Responsible for the finances for Board Leadership Services, organization of the Governance Leadership Institutes, and developing the program for ACCT's Annual Community College Leadership Congress. She received a B.A. in psychology from American University, DC.
- **Tyrone Freeman, Operations Assistant;** Assists with logistics and processing of applications.

ACCT also maintains a seasoned team of reference consultants to assist with reference checking and background checks.

Section 3) General Approach and Methodology

We understand that Peralta Community College District wants to undertake a comprehensive search that encompasses working with the entire district and community constituency groups and is collaborative, open and encourages discussion of alternate points of views. The ACCT search process encompasses the following steps and is designed to respond to the needs and culture of the Peralta Community College District. Our practice builds confidence in the process.

Institutional Analysis and Profile Development

ACCT will assist in the development of the characteristics, qualifications, expectations, opportunities and challenges for the next Chancellor.

The ACCT Search Consultant will utilize information gathered from telephone, email and dialogues with the Board and key constituencies, district information such as budget, student enrollment and demographics, faculty and staff information, and information about the community to compile a first draft of the chancellor profile. After revisions by the governing board and its Search Committee and approval by the Board, the profile will be used to recruit and evaluate candidates for the position.

The ACCT Search Consultant will gain information about Oakland California, Alameda County and the schools and communities within the area during the initial phase of the chancellor search. Moreover, the Search Consultant will work Peralta Community College District's web master to post key community and county links on the chancellor search page and this will allow candidates from across the nation to learn more about the surrounding counties and the District.

Demonstrated Ability to Work Closely with the Board of Trustees

ACCT will work closely with the Board of Trustees to define the process, set a timeline and keep all constituencies informed at every step of the search process. For example, the suggested project schedule will be reviewed with the Board and adjusted accordingly.

Demonstrated Ability to Work with a Diverse Presidential Search Committee

The appointment of the Search Committee will have far-reaching implications for the success of the search process and on the success of the new Chancellor. These individuals will be responsible for reviewing the application materials of all candidates, interviewing the semi-final candidates, and recommending the final candidates to the Board in alphabetical, unranked order.

ACCT recommends that the Search Committee be large enough to insure that all internal and external constituents of the District are represented, including the governing board. The search process enables and encourages the appropriate and effective integration of administration, faculty, staff, students, and community members into a cohesive group that will represent the District to the candidates.

The search process itself, therefore, becomes instrumental in establishing the primary relationships between a chancellor and his/her internal and external constituents. The role of the ACCT search consultant is, in part, to insure that one group does not overshadow other groups, and to assist in the development of consensus throughout the search.

In its search service, ACCT emphasizes the importance of process -- almost more important than product -- and the dynamics of the Search Committee is an integral part of the process. Frequently, a board finds that by using a broad-based inclusive Search Committee, it helps to insure internal and external constituents that the process is open and fair, and that the candidate selected is the best of a national field.

Candidate Evaluation

The ACCT consultants will provide guidance, as needed, to assist the Search Committee in evaluating the most highly ranked, paper screened candidates and to identify those who will be invited to meet with the committee in a confidential interview. ACCT has developed a computerized record-keeping system that provides a master record of all applications, nominations, declines, withdrawals and candidacies. The computer numbers files and a candidate cover sheet is printed. This cover sheet enables the committee members to review consistent information such as the enrollment of the current institution, previous employment positions and highest degree for each candidate.

Selection assistance includes facilitating discussions of semi-finalists, assisting the Board of Trustees in conducting final interviews and providing confidential information regarding terms of contracts and employment. ACCT provides advice and a plan for successful transition of the new Chancellor. ACCT is available to assist by providing up-to-date information on CEO contracts and compensation packages.

ACCT has a ten page guide for “The Presidential Search Process” that is ‘chock full’ of advice on interviewing suggestions. The ACCT consultants will use this guide as a tool to provide training and practice for the search committee. The ACCT search consultant will develop sample questions for the use of the search committee based on the District’s criteria and on the challenges and opportunities identified during the institutional analysis meetings.

Interview Expertise

ACCT has demonstrated expertise in conducting in-depth interviews and facilitating the Board of Trustees interview process; we will assist the Board in the interviewing of candidates and in preparing appropriate questions for interviews.

ACCT proposes that the Board of Trustees schedule two-day candidate visits to the district for the final interviews. These visits would include formal interviews with the Board of Trustees, dinner with the candidate if desired by the Board and candidate(s), and meetings with the internal and external constituent groups.

The ACCT Search Consultant will coordinate and schedule these visits and will provide sample interview questions for the governing board's use. Internal district constituents and external community members will be encouraged to attend the candidate meetings to provide feedback to the Board of Trustees on the final candidates.

Communication

One of the ACCT search's primary ingredients is communication. This is accomplished in a number of ways: regular progress reports are drafted by the search consultant and distributed by the search liaison to internal and external constituents, the Search Committee and the Board. The consultant communicates by telephone on a regular basis with the Board Chair and Chair of the Search Committee.

The ACCT consultant will notify applicants of their status at each step in the process and notifies semifinalists and finalists of their selection. Candidates who are selected as semifinal candidates and who will be interviewed are contacted, and candidates' formal permission for referencing are received.

Following the interviews, the semifinal candidates, who are recommended to the Board by the Search Committee, are contacted to determine whether the candidates wish to continue in the search. The semifinal candidates who are not recommended to the Board also receive a call. Formal rejection letters are generally not sent to these candidates until the close of the search.

At the completion of the search, all of the semifinal candidates receive a formal thank you and members of the Board of Trustees and the Search Committee receive an evaluation form with which they provide feedback on ACCT's search services. Finally, the ACCT consultant assists the search liaison in informing all applicants, nominators and candidates about the outcome of the search.

Confidentiality

All individuals involved in the ACCT Search Service, including search consultants and reference consultants, are pledged to honor the ACCT confidentiality policies, to respect the confidentiality of district information, and to protect candidates' personal and professional goals and current position.

Reference Background Reports

Reference Checking: Summary reference reports (**oral presentations**) are developed on final candidates and are presented orally to the Board. These reports are developed by contacting eight to ten (or more) individuals who are *not* on the candidate's own list.

These in-depth, summary reports on the final candidates are generally 12-14 pages in length. Candidates' qualifications and achievements are examined in relation to the specified requirements of the position.

In conducting in-depth background and reference checks, ACCT's reference consultants will speak directly with individuals who are now, or who have been in the recent past, in a particularly good position to observe and evaluate the candidate's performance. Summary reference reports include information obtained from supervisors, subordinates and colleagues from current and previous institutions. These references and evaluations are combined to provide frank, objective appraisals.

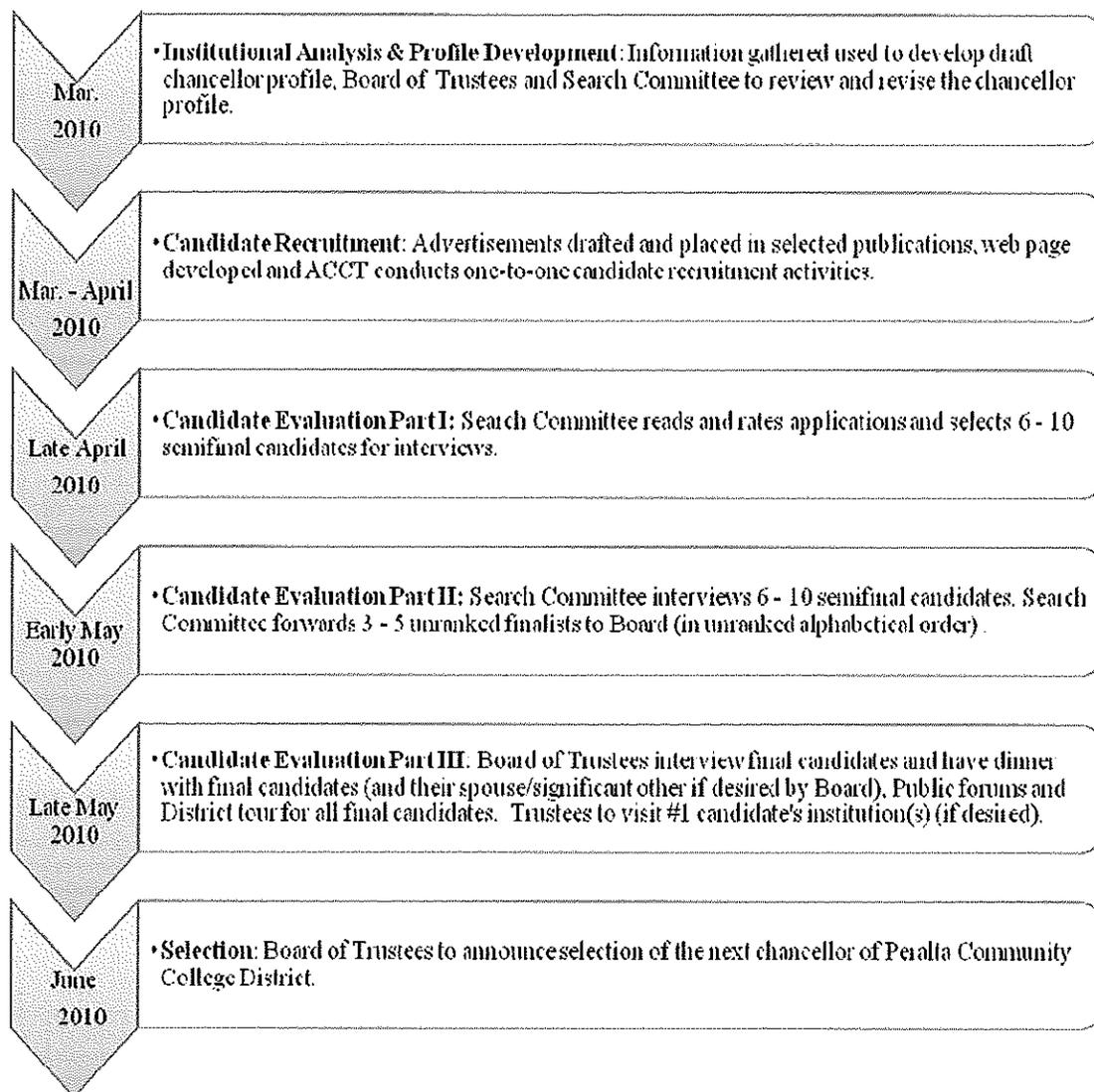
Should the Board request credit, civil and criminal background reports, ACCT will provide this information at cost using Kroll's screening services (formerly InfoLink).

ACCT's Experience in Final Negotiations

ACCT will provide information on all the final candidates' current salary and benefits, as well as sample contracts and other relevant information. The ACCT consultant will assist the Board in reaching agreement with the final choice and, if desired, is available to assist in finalizing the terms and conditions of employment of the final candidate. The ACCT search consultant will provide recommendations on methods for announcing the selection and introducing the final choice to the community.

Sample Timeline

The following is a sample suggested timeline and the final timeline will be tailored to meet the specific needs of Peralta Community College District.



Sample Work Plan

Tasks, services and activities necessary to successfully accomplish the search:

| | Tasks | ACCT Services | Activities |
|---|--|--|--|
| <u>Board of Trustees of Peralta Community College District</u> | <ol style="list-style-type: none"> 1. Define process for conducting search 2. Appoint Search Committee and Chair of Search Committee 3. Receive recommendation of final candidates from Search Committee 4. Conduct final interviews, review background information, visit campus of final candidate 5. Select, negotiate contract and make appointment | <ol style="list-style-type: none"> 1. Assist Board in defining steps, timeline, approach for search, and be available to the Board 2. Provide advice and matrix on receiving nomination, selection and sample letters 3. Coordinate calendar of activities with the Board 4. Keep the Chair of the Board informed 5. Provide advice on all aspects of the search 6. Provide advice and information on components of contract and compensation 7. Provide extensive background information – oral report 8. Provide advice on public announcement and the press | <ol style="list-style-type: none"> 1. Board Meeting 2. Issue a report to the District 3. Formal appointment of and charge to the Search Committee by the Board 4. Receive regular reports at monthly meetings of the Board 5. Conduct final stage of search including interview finalist, visit campus 6. Negotiate contract |
| <u>District's Internal Constituents</u> | <ol style="list-style-type: none"> 1. Participate in forums to provide input on position description 2. Make nominations 3. Participate in forums for final candidates | <ol style="list-style-type: none"> 1. Design and facilitate forums 2. Accept nominations and comments by e-mail from all college constituencies 3. Provide advice on format and visit of final candidates 4. Prepare monthly progress report to keep college informed | <ol style="list-style-type: none"> 1. Hold public open forums 2. Post position description and contact information on District's and ACCT's web pages 3. Host campus visits 4. Complete public forums and provide input to Board on all candidates |
| <u>Chancellor Search Committee</u> | <ol style="list-style-type: none"> 1. Carry out the process for finalizing the position description, review of applications, conduct interviews and recommend finalist to Board 2. Maintain confidentiality | <ol style="list-style-type: none"> 1. Work closely with Search Committee in all aspects of search 2. Provide application review training 3. Suggest format for reviewing, rating and discussing all applications 4. Provide relevant background information (oral report) on semi-final candidates 5. Assist with interview questions | <ol style="list-style-type: none"> 1. Search Committee meetings 2. Review and rate applications 3. Select and interview semi-final candidates 4. Forward recommendations to the Board |
| <u>The Board's Search Liaison</u> | <ol style="list-style-type: none"> 1. Assist in all tasks as defined in the ACCT Search Manual including receiving and creating files for all applications 2. Logistical arrangements of all meetings 3. Distribution of progress reports 4. Coordinate review of applications, interviews, and visits to campus 5. Provide support to the Board | <ol style="list-style-type: none"> 1. Provide guidance on all aspects of the search 2. Maintain daily, weekly contact with the search liaison 3. Work closely in the preparation of correspondence, reports and files 4. Have contact with all candidates or nominations | <ol style="list-style-type: none"> 1. Handle logistics for all meetings and visits to the campus 2. Distribute regular progress reports 3. Post position announcement on web page 4. Post advertisement 5. Make travel arrangements for all candidates |
| <u>Applicants, Nominees, Candidates</u> | <ol style="list-style-type: none"> 1. Accept applications | <ol style="list-style-type: none"> 1. Coordinate all direct contact with semi-final and final candidates 2. Recruit a pool of candidates that fits the position description 3. Reach out directly to highly qualified | <ol style="list-style-type: none"> 1. Keep in contact with potential candidates 2. Ensure a rich and qualified pool of candidates 3. Search Consultant assists the |

candidates
 4. Investigate background and qualifications of selected candidates

search liaison in informing all applicants, nominators, and candidates of the search outcome

Section 4) ACCT's Strengths and Experience; Client References

In the past 5 years we have completed over 80 successful searches.

We work closely with the governing board to assess institutional needs and to develop and facilitate a process for identifying and employing a president or chancellor who meets the needs of the institution. At the conclusion of every search the members of the Search Committee and board members are asked to complete a 9 question evaluation form. ACCT services are consistently rated 4 (very good) to 5 (excellent).

References for Executive Searches

City College of San Francisco, CA 415-239-3303
 Anita Grier, Former Board President
 Type of search conducted: Chancellor

City University of New York (CUNY), NY 718-518-4300
 Dolly Martinez, Assistant Vice President,
 Office of College Affairs
 Type of search conducted: College president and system vice chancellor

Houston Community College System, TX 713-718-5053
 Dorethea Eason, Deputy Chancellor
 Type of search conducted: Chancellor

The ACCT consultants and staff have supervised and provided assistance in searches all over the country. Below is a brief list of our most recent searches:

Executive Searches in California (Past 5 years):

2010
 State Center Community College District, CA
 (current)

2009
 Orange College, Coast CCD, CA
 Coast Community College District, CA
 Yuba College, YCCD, CA
 Riverside City College, RCCD, CA
 City College of San Francisco, CA

2008
 Fresno City College, State Center CCD, CA
 Moreno Valley Campus, RCCD, CA
 Moorpark College, Ventura County CCD, CA
 Lake Tahoe Community College, CA
 Ohlone College, CA
 Las Positas College, CLPCCD, CA
 Chabot College, CLPCCD, CA

2007

Chaffey Community College, CA
Solano Community College, CA
Columbia College, Yosemite CCD, CA
Oxnard College, Ventura CCD, CA

2006

Modesto Junior College, Yosemite CCD, CA
Rio Hondo College, CA

College of Alameda, Peralta CCD, CA

2005

Santa Monica Community College District, CA
Contra Costa Community College District, CA
De Anza College, FDCCD, CA
Fresno City College, State Center CCD, CA
Skyline College, San Mateo CCD, CA

Section 5) ACCT's Expertise in Recruiting a Diverse Pool of Candidates

Identify and Attract Potential Candidates

ACCT is proud of its extensive national network and pro-active identification of candidates from diverse backgrounds. The goal is always to recruit a rich pool and provide the Board of Trustees and Search Committee with multiple choices. We also are pro-active in the identification of minority and female candidates. Of the hundreds of searches that have been completed in the last twelve years, more than 50% of the presidents and chancellors selected by Boards have been female and/or minority candidates.

The Vice President of Board Leadership Services serves as a member of the faculty in the major leadership programs developed to identify and prepare minorities. This includes the following programs:

- Lakin Institute, sponsored by the African American Presidents' Roundtable
- Kaleidoscope, Leadership program for women of color
- NCCCHC Fellowship Program, sponsored by the National Community College Hispanic Council
- Tribal College Leadership Program, sponsored by AIHEC
- American Council on Education, Office of Equity and ACE Fellows Program
- ACE's Office of Women in Higher Education, National Leadership Forum
- The Salzburg Global Seminar

Advertising Communication Strategy and Materials

ACCT will work to identify excellent candidates representing diverse ethnic and cultural backgrounds through a broad advertising and communication strategy. ACCT recommends the following national recruitment activities:

- **Personal Recruitment:** One-to-one confidential outreach to outstanding candidates including prominent community college leaders by the ACCT search consultant. The ACCT search consultants have longstanding relationships with the American Indian Higher Education Consortium, the National Council on Black American Affairs, the National

Community College Hispanic Council, the American Association of Women in Community Colleges, and the American Council on Education's Office of Equity and Office of Women in Higher Education. ACCT will also leverage its contacts in the South Pacific to recruit qualified candidates.

- **National Advertisements:** The Chronicle of Higher Education, Community College Week, Asian Pacific Careers, the AACC Times, Hispanic Outlook in Higher Education, Diverse Issues in Higher Education, and Asian Week. ACCT will provide samples and advice on designing ads.
- **Mailing:** A formal request for nominations and the Chancellor Profile materials will be sent to national and regional sources identified by ACCT. ACCT utilizes its relationships with districts and community colleges and other higher education institutions to ensure the broadest possible recruitment efforts.
- **Web Listing:** The announcement of the position would also appear on the internet via ACCT's home page and Peralta Community College District's home page, and various educational job posting sites. ACCT will also broadcast the search via email to an extensive mailing list of over 6000 community college administrators.

ACCT will recruit competitive candidates from around the entire nation as well as at the state and regional level.

Section 6) Confidentiality

ACCT understands that maintaining confidentiality is a critical part of a successful chancellor search and we emphasize the importance of confidentiality throughout the search process.

All individuals involved in the ACCT Search Service, including Search Consultants and Reference Consultants, are pledged to honor the ACCT confidentiality policies, to respect the confidentiality of college information, and to protect candidates' personal and professional goals and current position.

In an ACCT search, unless mandated by state Sunshine or Open Information laws, the confidentiality of candidates is maintained until the candidate agrees to return to the college as a "final" candidate.

ACCT has a confidentiality policy that is given to all member of the Search Committee at the first Search Committee meeting. The Board of Trustees of Peralta Community College District has the option of requiring each member of the Search Committee to sign and notarize this confidentiality document.

ACCT provides the following assurances to the Board of Trustees of Peralta Community College District:

1. The timeline for the chancellor search for Peralta Community College District shall be met.
2. ACCT's employees and search consultants are not affiliated with any provider of goods or services related to the scope of this project.
3. The ACCT search consultant will disclose his or her relationship with ANY potential candidates who apply for the position.
4. ACCT does NOT have any corporate officers or key personnel involved in this project who have a criminal history related to fiscal matters.

Section 7) Cost for Search Services

Fees and related costs associated with the consulting services.

ACCT's fee and expense structure is cost effective and considers the ethical and judicial use of public funds. **The ACCT search fee for Peralta Community College District would be \$35,000, plus consultant travel for a full-service search and provision of all services outlined in this proposal.**

Services included in the ACCT fee:

- Visits by the ACCT consultant to the District (generally four to six days, on-site). (ACCT allocates the equivalent of 20 days of staff and consultant time for each full service search)
- Communicating with the Board, Search Committee, candidates, and district liaison
- Development of candidate recruitment, evaluation, screening, interviewing, and site visit materials
- Development of search process materials for each step in the search and work closely with the District's staff
- Summary reference reports (oral presentation) on up to three final candidates.

Sample Board Budget for the Search

Depending on the Board's search process decisions, the following are *possible additional* search expenses (not included in the ACCT fee):

| Activity | Estimated Costs |
|--|--------------------------|
| Profile Brochure Design & Mailing: Profile Brochure/Letter regional mailing (first class): | \$800 |
| Semi-final Candidate Travel: 6-10 Semi-final Candidates @\$500-700/each | \$3,000-7,000 |
| Final Candidate Travel: 3-5 Final Candidates/Spouses @ \$500-700/each | \$3,000-7,000 |
| Position Announcements: National Regional/Local | \$5,000-7,200 \$1,000 |
| Search Committee Incidentals: Refreshments/Meetings, etc. Travel Reimbursement Hotel meeting space for Candidate Interviews | \$500 \$200 \$800 |
| Board to Visit Final Candidate's Current Institution: Three Members @ \$700/each | \$2,100 |

Thank you for inviting ACCT to submit a proposal. Contact Information:

Dr. Narcisa A. Polonio, Vice President for Research, Education and Board Leadership Services
ACCT
1233 20th Street, NW, Suite 301
Washington, DC 20036
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npolonio@acct.org