



Education Leadership Search

A Search Proposal for the Position of Chancellor Peralta Community College District

January 28, 2015

1. Firm Profile

- The ELS GROUP, LLC
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- Federal Tax ID: 32 0228471
- Limited Liability Company, taxed as a partnership
- Established August 2004

2. Background

The ELS Group, LLC is a minority, female owned executive search firm, started by diverse and highly experienced administrators, who fully understand how higher educational systems work. The ELS Group and its associates have chaired and served on numerous hiring committees for chancellors, presidents, administrators, faculty and staff. ELS has conducted 24 permanent CEO and high-level administration searches and has produced exceptional results for our clients. All placements, without exception, have been successful and are still employed by the client or served no less than 4 years. The firm's principal partners personally conduct each search; they have developed and presented workshops and training on various topics while working in higher education and are experienced facilitators.

3. Summary of ELS Group Experience and References:

Search for President, LA Harbor College

Search for President, LA Southwest College

Search for President, LA Valley College

- Francisco C. Rodriguez, Chancellor LACCD (213) 891-2201
- Adrianna Barrera, Deputy Chancellor LACCD (213) 891-2081
LACCD
770 Wilshire Blvd.
Los Angeles, CA 90017-3896

Search for the Chancellor, City College San Francisco

- Brice Harris, CCC Chancellor (916) 322-4005
Chancellor's Office CCC
1102 Q Street
Sacramento, CA 95811-6511
- Arthur Q. Tyler, Chancellor CCSF (415) 239-3303
San Francisco CCD
50 Phelan Ave. E200
San Francisco, CA 94112

Search for Vice Chancellor, Educational Services and Technology

Search for Vice Chancellor, Human Resources

- Ned Doffoney, North Orange CCD (714) 808-4797
North Orange County CCD
1830 Romneya Dr.
Anaheim, CA 92801

Search for President, Ventura College

- Jamillah Moore, Chancellor, Ventura CCD (805) 652-5502
Ventura County CCD
255 W Stanley Ave. Ste.150
Ventura, CA 93001

Search for Superintendent President, College of the Desert

- Michael O'Neill, Trustee, Desert CCD (760) 320-7985
- Joel Kinnamon, Superintendent President, DCCD (760) 773-2500
Desert CCD
43-500 Monterey Ave.
Palm Desert, CA 92260

Search for Vice President College and Administrative Services

- Joan Smith, Chancellor, Yosemite CCD (209) 575-6508
- Teresa Scott, Executive Vice Chancellor (209) 575-6530

Modesto, CA 95352

Search for Vice Chancellor Administration and Finance

- Debora Blue, Chancellor, State Center CCD (559) 244-5901
1525 East Weldon Ave.
Fresno, CA 93704

**Search for the President, Los Angeles Valley College,
Search for the President, Los Angeles Pierce College**

- Adriana D. Barrera, Deputy Chancellor, Los Angeles CCD (213) 891-2081
LACCD
770 Wilshire Blvd.
Los Angeles, CA 90017-3896

Search for the Vice Chancellor, Business Services

Search for the President, West Valley College

Search for the Vice President, Student Services, West Valley College

Search for the Associate Vice Chancellor, Human Resources

- John Hendrickson, Chancellor, West Valley-Mission CCD (Retired)
- Ed Madule, Vice Chancellor, Business Services (408) 741-2082
14000 Fruitvale Ave.
Saratoga, CA 95070-5698

The ELS Group has never failed to recruit a person who was selected for the client's position. No selectee in the above searches has ever been released involuntarily. No selectee in the above searches has voluntarily left his or her position within a period of four years. Please check our references to verify our record of success.

4. Scope of Service-Search Process Methodology

The ELS Group's approach to all executive searches is confidential, disciplined and comprehensive. We spend quality time with you to get to know your organization and to create, through a collaborative process, a profile of the ideal candidate for the organization. Our ten step process emphasizes in-depth reference checking of candidates along with a thoughtful analysis of the best fit of client and candidate. We take pride in our personal customer service orientation as described below.

No recruitment has failed within the time schedule established by the Client College.

Every pool of applicants has been populated by highly diversified and eminently qualified individuals.

Step 1 Search Approach

- We meet with the Board and college constituent groups to understand the unique culture, individual strengths and identities of each institution and to understand the attributes needed for the next Chancellor.
- ELS consultants spend considerable time at the outset of the search learning about the college and helping the Search Committee to shape and define concrete objectives for the new executive.
- More importantly, we work vigorously to not only join the team but to strengthen its work for success.
- ELS Consultants will work with the District Information Technology Department to establish a web page for the District with links to the ELS Group paperless application process or the established electronic application system of the District.

Step 2 Announcement Document

- We work collaboratively with the client to shape the job announcement that outlines not only the duties, required professional experience, reporting relationships, but also the challenges currently facing the District which the candidate will face once selected.
- The announcement guides the application assessment, the Search Committee's selection criteria and serves as the ethical and legal blueprint for the selection process.
- We assist with the organization, wording, design, media placement and electronic distribution of the announcement brochure.

Step 3 Talent Search

- The most effective recruitment tool is personal contact with prospective candidates, in which every member of the ELS team engages.
- We cast a wide net to assemble a diverse pool of candidates, who possess the talent and experience to succeed in the position through the use of, advertising media, national databases, our proprietary database, associations and social media.
- Through the use of our national network and sophisticated software capabilities, we distribute more than 2,000 announcements to Higher Education Chief Executive Officers, Vice Presidents and other interested educational professionals throughout the United States.
- We have a reputation for building large pools of experienced leaders from diverse backgrounds and cultures.

Step 4 Screening

- ELS consultants manage on-line applications through our electronic software.
- Committee members will have on-line access to each application when ELS or District Human Resources' Officer releases the application information to them.

- We recommend that the committee allows us to preview the applications and categorize them into three tiers:
 - Most likely to be successful based on the published announcement requirements
 - Meet the qualifications
 - Do not meet minimum qualifications

Step 5 Interview Process

- ELS consultants participate in the interviewing process at every level, lending advice as needed, communicating the progress to the Hiring authority and providing any necessary guidance.
- We provide first class customer service to candidates and represent the Board and Colleges in the most favorable light.
- We work closely with the candidates in each round up to and including the final selection by providing them with information regarding the organization, answering personal questions and affirming the candidates' intentions regarding the position.

Step 6 Background/Reference Checks

- ELS consultants contact as many as 10 individuals, who are or have been supervisors, direct reports and peers in the candidate's last two positions.
- Background inquiries are made with the Department of Justice, the Department of Motor Vehicles and other agencies.
- ELS consultants scan social media networks and public archives to uncover any negative press or damaging information about a candidate.
- A comprehensive written report of all findings is presented to the Hiring authority.

Step 7 Candidate's Self Assessment

We recommend that each finalist take a 25 minute on-line self assessment questionnaire, The Occupational Personality Questionnaire (OPQ). This assessment is used to identify the candidate's preferred leadership and communication styles. It is a proven technique designed and reviewed by the Assessment Technology Group (ATG), a consultant firm affiliated with the ELS Group. ATG specializes in a scientific approach to identifying candidates for positions that are most compatible with their skills and personality. A very thorough written report on the management styles of each finalist is presented to the Board before the final interview.

Step 8 Final Interview

- ELS Consultants remain active through the final phase of each search and assist the President in making well-informed decisions.
- We stay in close contact with the finalists to address their questions and concerns.
- We provide support for college representatives' visits to the finalists' work sites, if desired.

- We assist with scheduling public forums, interview schedules and candidate visits.

Step 9 Negotiations

- The ELS principal consultant will facilitate contract negotiations between the Board and the selectee, if desired.

Step 10 Close Out

- All applicants are informed of the status of their applications.

5. Applicant Diversity

The ELS philosophy on diversity and multi-culturalism begins with who we are as a minority owned/woman firm dedicated to supporting a diversified work force across the academic ranks in higher education. We maintain a large data base that is regularly updated and exercised to determine the interest level of potential applicants, who trust our work. We are connected to a diversified national and statewide network that includes the National Council on Black American Affairs, National Asian Pacific Islander Council, American Association for Women in Community Colleges, National Community College Hispanic Council among others. Personal and professional connections with these associations expand our outreach efforts.

It is our intent to:

- Recruit among these organizations through the distribution of announcement materials and personal phone calls,
- Recommend that the District place advertisements in the media distributed by those organizations,
- Attend state, regional, local and national conferences to promote the position and recruit interested candidates,
- Source our senior consultants across the country with recruitment information for personal contacts in their regions.
- Use appropriate social media to communicate with potential candidates for the position.

We are proud of the large, diverse applicant pools we have historically attracted for each search we have conducted. Our record cannot be surpassed.

6. Recommended Timeline

The District's time line will be met with the willingness of all involved to hold to a pre-agreed upon calendar.

7. Dedicated Search Consultants for the Peralta Community College District Chancellor

Edward J. Valeau, Ed.D. is a Senior Partner in the ELS Group, LLC, President Emeritus, Hartnell Community College and the CEO of Valeau International and Associates, which provides consultancy to the international higher education community. He has conducted twenty (20) senior level searches. He has over 36 years of experience in higher education administration with experience in institutional development, technology planning, fundraising, and assessment. He is recognized nationally and has served on the Board of Directors of the American Association of Community Colleges, where he chaired several commissions. He is an American Council on Education Fellow, a Fulbright Scholar, and a past member of the Board of the Chief Executive Officers of the California Community Colleges. He is the co-author of Community College Models: Globalization and Higher Education Reform, (New Directions Publications Spring 2009), and International Reform Efforts and Challenges in Community Colleges, among other books and publications. **Dr. Valeau will serve as the principal consultant for this search.**

Augustine "Augie" Gallego, is the Chancellor Emeritus of San Diego Community College, (1990-2004) one of the largest community colleges in the nation. He was named as one of the 21 most influential higher education senior leaders in the United States by Change Magazine. Currently, he serves as a Trustee of the UC San Diego Foundation Board. In the recent past he served as the interim President of West Valley College, Estrella Mountain, CCD in Arizona. He also is working on the Community College Initiative Achieving the Dream and the San Diego Dialogue on Public Policy Board based at UC San Diego. **Mr. Gallego will actively assist with this search.**

Sallie A. Savage, MPA, served as a Director of Human Resources in three California Community Colleges for over 15 years after she retired from the United States Air Force with the rank of Lieutenant Colonel. Her experience is in successful recruiting and personnel management of a multicultural workforce. She has worked extensively in labor contract negotiations and labor management relations. She has performed in professional human resources capacities for over 36 years, including six years as a personnel advisor to the Secretary of the Air Force. **Ms. Savage will serve as the technical coordinator this search. She will receive and manage the on-line applications, prepare and dispatch all correspondence and interface with the Human Resources' Office personnel assigned to the process.**

8. Fee Structure

8.1 Fixed Fee

The ELS Group fee is \$38,500 for the Chancellor search which includes:

- The cost of all communications, postage, software assistance
- Finalist reference checks/background checks.
- The OPQ and associated reports for finalists.

8.2 Added Expenses

Expenses, IRS mileage allowance, coach airfare, lodging not to exceed \$150 per night, for one consultant for required visits to the District.

9. ELS Group Guarantee

- The search will yield a significant number of highly qualified candidates from across the nation who will represent a richness of diversity and talent.
- The search will continue until a viable pool of highly qualified candidates is developed through an extended national outreach, in the unlikely event that the first effort is not successful.
- ELS will guarantee any individual hired through our assistance, up to a period of one full year, provided the position's requirements do not change substantially and the President provides comprehensive performance evaluations. If a selectee leaves the college within that period of time, voluntarily or involuntarily, we will conduct the replacement search at no cost to the College, other than out of pocket expenses.

Presented By:

Edward J. Valeau, Ed.D
Senior Partner, ELS Group