



REQUEST FOR PROPOSALS (RFP)

FOR EXECUTIVE SEARCH FIRM

CALIFORNIA COMMUNITY COLLEGES CHANCELLOR'S OFFICE

July 28, 2022

SECTION I - INTRODUCTION

The California Community Colleges Chancellor's Office invites qualified executive search providers to submit proposals for the purpose of awarding an executive search contract. The Chancellor's Office, upon selection of the search firm, will prepare a contract for the duration of the search.

Proposals should be delivered electronically, on or before August 19, 2022, at 11:59 p.m., to the California Community Colleges Chancellor's Office. The email should have the subject line "Proposal—[Name of Search Firm]" and be directed to:

Angelia Harlow
Executive Assistant
1102 Q. Street, 6th Floor
Sacramento, California 95811
ChancellorSearch@cccco.edu

Applicants will not be discriminated against on the grounds of race, national origin, color, religion, sexual orientation, age, disability, or any other characteristic protected by state or federal law.

All written proposals must be submitted no later than the due date indicated above. No late proposals will be accepted. The firm selected, if any, will be chosen based upon the written proposal, an oral presentation to be arranged at a mutually convenient time following the receipt of proposals, and any other relevant information available to the Chancellor's Office. The award will go to the applicants that will best serve the interests of the California Community Colleges. The Chancellor's Office reserves its right to modify and/or suspend any and all aspects of this procurement, to obtain further information from any applicant responding to the RFP, to waive any informality or irregularity as to form or content of this RFP or any related response, to be the sole judge of the merits of the proposals received, and to reject any or all proposals.

SECTION II - BACKGROUND

The California Community Colleges is the largest system of post-secondary education in the country. Annually, more than 1.8 million students are enrolled at the 116 community colleges, which are organized into 73 independent community college districts governed by locally-elected boards of trustees.

The Board of Governors for the California Community Colleges (Board) is a state entity, and an 18-member body; 17 members are appointed by the Governor, and the Lieutenant Governor is an ex officio member. The Board provides regulatory and policy leadership to the community college system. The Board appoints a Chief Executive Officer (CEO), known as the Chancellor for the California Community Colleges (Chancellor), who serves as the CEO of the Board and oversees the California Community Colleges Chancellor's Office. The Chancellor's Office is the administrative arm of the Board and is also a state agency.

On July 25, 2022, the Board designated the President and Vice-President of the Board with authority to identify an executive search firm to assist in the recruitment and hiring of a permanent Chancellor for the California Community Colleges. In addition, the Board established an ad hoc Search Committee of seven current Board members, and two additional members yet to be identified, who will direct the work of the search firm, with assistance from Chancellor's Office staff.

SECTION III - SCOPE OF SERVICES

The Board requires executive search services to support the identification and selection of a Chancellor. At the direction of the Search Committee and Chancellor's Office staff, the qualified search firm should address how it will engage in the following activities:

- **Work and Communicate with Staff and Others**

Work with the Search Committee and Chancellor's Office staff through all phases of the Chancellor search and selection process. Provide regular updates to the Chancellor's Office and Search Committee. Attend meetings of the Search Committee or the Board of Governors and other meetings as requested during selection interviews and other stages of the recruitment process.

- **Develop a Position Profile and Outreach Plan**

Assist with the cultivation of a search profile for the Chancellor position, and support and assist in the development, advertisement, and disbursement of the position announcement. This includes the development of a specific outreach plan that identifies activities that will be utilized to recruit a diverse pool of candidates and should contain specific benchmark activities that will be utilized in the recruitment process.

- **Develop Selection Criteria**

Support the Search Committee in the development of selection criteria based on the position

profile and the job description or general outline of duties and responsibilities for the Chancellor position, and the Chancellor's organizational role within the Chancellor's Office.

- **Identify a Diverse Group of Applicants**

Identify a diverse pool of qualified candidates that include national, regional, in-state, and local candidates, from those actively pursuing a job change as well as those who may not be in the job market to ensure a diverse pool of innovative leaders.

- **Target Outreach**

Engage in targeted outreach to higher education administrators and administrators in other fields using appropriate technology, expertise, firm contacts, and candidate fora/questionnaires to identify candidates aligned to the selection criteria.

- **Engage Stakeholders in the Recruitment Process**

Develop a plan for engaging stakeholders from a large and diverse higher education system, that may include conducting in-person or Zoom meetings, managing a web site, and social media outreach.

- **Candidate Landing Page**

Develop a landing page to host candidates' complete questionnaires and resumes that is password protected and accessible to designated staff of the Chancellor's Office, the hiring committee and/or the full Board of Governors.

- **Execute Candidate Search**

Execute a search for candidates with qualifications meeting the position profile. Work with Chancellor's Office staff and the Search Committee to compile a list of suitable target candidates, including direct outreach to listed candidates.

- **Screen Candidates and Provide Profiles**

Screen and interview candidates as appropriate to ascertain the suitability of potential candidates. Provide to the Search Committee at least ten (10) candidate profiles, including written materials submitted by the candidates, preliminary references, background reports, potential conflicts of interest, and other available, relevant information.

- **Candidate Interviews and Assessments**

Support and assist the Search Committee and the Chancellor's Office, and the full Board during all candidate interviews. Arrange candidate interviews, design interview questions, prepare the Search Committee and Board for interviews, execute the interview process, and assist in the assessment process.

- **Perform Reference and Background Checks on Top Candidates.**

Provide in-depth references and background checks for finalist candidates including candidate

litigation history and publicly available websites.

- **Final Selection of Candidate**

Support and assist the Search Committee and the Board with final selection and negotiations with the selected candidate, and the development of strategies for successful candidate retention.

- **Transition Activities**

Assist the successful candidate with transition activities into the role of Chancellor.

- **Failed Search**

Provide a plan for mitigating a failed search.

- **Other Activities**

Identify other activities relevant to the Chancellor search that would result in a diverse pool of innovative candidates.

SECTION IV –SEARCH FIRM QUALIFICATIONS

Applicants will be evaluated with an emphasis on the following attributes:

- Understanding and demonstrated knowledge of the role of the California Community Colleges in higher education, and the goals and commitments of the California Community Colleges as outlined in the *Vision for Success* (<https://www.cccco.edu/About-Us/Vision-for-Success>), and the Governor’s *California Community Colleges Roadmap* (<https://dof.ca.gov/wp-content/uploads/Programs/Education/CCC-Roadmap-May-2022.pdf>).
- Demonstrated expertise completing senior, executive level searches, especially successful searches in higher education, and searches involving the recommendation and/or selection of candidates from underrepresented groups.
- Evidence of conducting at least five (5) successful searches of a similar nature in the last five (5) years.
- Recognition as a leader in executive searches that reflect a commitment to diversity, equity, and inclusion, and that place successful candidates in higher education or high-level positions in similar institutions or entities.
- Adequate staffing and other resources to sustain and complete the search, and mitigate a failed search.
- Demonstrated track record of client success conducting executive-level searches, especially within higher education or similar sectors.

SECTION V - PROPOSED CHANCELLOR SEARCH TIMELINE

The timeline with key deliverables should be described in the proposal, and will be finalized in conjunction with the Search Committee, and the Chancellor’s Office.

SECTION VI - PROPOSAL CONTENTS AND FORMAT

Proposals should be of professional caliber in content and appearance. All descriptions and information should be clear, concise, and provide sufficient information to minimize questions and assumptions. The Chancellor’s Office accepts no financial responsibility for any costs incurred in the preparation of proposals. Upon receipt at the Chancellor’s Office, all proposals submitted in response to this RFP will become the property of the Chancellor’s Office.

Cover Letter. Your proposal cover letter should be signed by an officer authorized to bind your firm contractually, state that the proposal is firm for a 60-day period from the proposal submission deadline, and provide the name, title, address, and telephone number of the individual to whom correspondence, inquiries, and other contacts should be directed during the selection process.

Proposer Information. This section should provide your firm's name, address, and telephone number, identify the individuals who will be involved in the representation, and contain a brief discussion demonstrating the proposer's understanding of the nature of the services requested.

Capabilities and Experience. It is the intent of the Chancellor's Office to award a contract to the best qualified firm submitting a proposal that demonstrates substantial experience in providing executive search services of the kind required by the Board for the Chancellor's position. The proposal should provide an overview of the breadth and depth of the firm's professional resources, in particular as they relate to the scope of work described in Section III and qualifications described in Section IV. A description of similar assignments for which your firm or team has provided services in recent years, including the contact information requested in Section IV. Résumés and/or biographies for all key team members should be provided.

Services and Management Approach. In this section, you should describe your approach to the delivery of services included in Section III, above. In particular, your proposal should:

- identify the search lead, their availability, strengths, and history with the firm;
- identify the key team members and their proposed roles and responsibilities;
- describe your approach to cost control; and
- describe your approach to client communications and ongoing coordination.

Proposals *must* discuss workload for all key team members, indicating their expected availability, the percentage of their time that will be devoted to the tasks identified in the contract and any other assurances as to their ability to provide the requested services in a responsive and timely manner. Please include information on any kind of guarantee that you provide in the event of an unsuccessful search.

Conflict of Interest. This section should identify any familial or previous working relationships with the Board of Governors and/or the Chancellor's Office as of the date of the proposal.

Search firm interviews are anticipated to be conducted beginning the week of August 29, 2022.

Proposals should indicate availability for interviews in this timeframe, which may be held in Sacramento or remotely, depending on conditions, including the COVID-19 pandemic.

Cost Proposal. Discuss your proposed fee arrangement.

- Provide a separate schedule of the hourly billing rates for team members (if applicable).
- Provide a “not to exceed” fixed fee by fiscal year including associated fees (e.g., printing costs, travel, attendance at meetings).

References. Provide contact information for all public sector searches conducted in the past 3 years, and for five (5) private sector searches if the firm performs private sector work. References should include clients served by the search lead and key team members, and a brief description of the scope of work and search outcome (e.g., was a CEO successfully recruited, hired, and retained). At least one client should be in the higher education sector. For each search, provide complete contact information for the hiring institution and the successful candidate.

In addition, applicants should provide the following:

- A list of contracts terminated (partially or completely) by your clients for convenience or default within the past three (3) years. For each contract, the list must include contract value, description of work, sponsoring organization, contract number, name and the telephone number of the contracting entity;
- Describe how and why your firm is different from other firms of similar experience, and why selection of your firm would be the best decision for the California Community Colleges.

Reserved Rights. The Chancellor's Office expressly reserves the following rights:

1. To waive or reject any and/or all irregularities in the proposals submitted.
2. To waive or reject any and/or all proposals or portions thereof.
3. To reject all proposals and negotiate with an individual applicant or any other person or entity.
4. To base awards with due regard to quality services, experience, compliance with specifications, and other such factors as may be necessary due to circumstance.
5. To make the award to any applicant whose proposal is in the best interest of the California Community Colleges.
6. To negotiate different terms and conditions with any applicant.
7. To seek and advertise new proposals where the acceptance, rejection, waiving, or advertising of new proposals would be in the best interests of the California Community Colleges.

Oral Statements. Neither the Search Committee, the Chancellor's Office, nor the Board may be bound by any oral statement or representation made by these entities or any of their members.

Ownership and Use of Documents. All documents, reports, proposals, submittals, working papers or other materials submitted to the Chancellor's Office from an applicant shall become the sole and exclusive property of the Chancellor's Office, in the public domain, and not the property of the applicant, and are subject to public disclosure under the California Public Records Act. The applicant shall not copyright, or cause to be copyrighted, any portion of any of said documents submitted as a result of this solicitation. Further, the Chancellor's Office may utilize concepts submitted via proposal without compensation.

Qualifications of Proposer. The Search Committee, the Chancellor's Office, and the Board may make such investigations as deemed necessary to determine the ability of the applicant to perform the work, and the applicant shall furnish all information and data for this purpose as requested.

Informality. The Chancellor's Office reserve the right to waive any informality, irregularity, or defect in the proposal process and to select any applicant, even if the selected proposal does not meet all requirements of this RFP. Any such waiver by the Chancellor's Office shall not be deemed a waiver with

respect to any subsequent informality, irregularity, or defect in the proposal process.

Compliance with Statute. By responding to this RFP, the applicant warrants that all applicable Federal and State statutes and regulations and/or local ordinances will be complied with in connection with the delivery of services offered.

Insurance. By responding to this RFP, the applicant warrants that it carries all required insurance including:

1. Public Liability Insurance for injuries, including accidental death to any one person, in an amount not less than \$1,000,000;
2. Property Damage Insurance in an amount not less than \$500,000;
3. Worker's Compensation Insurance in an amount adequate to cover all employees; and
4. Professional Liability Insurance (errors and omissions) in an amount not less than \$1,000,000.

Non-Assignability. By responding to this RFP, the applicant agrees that the contract is not assignable either in whole or in part. The contract shall extend to and be binding upon and inure to the benefits of the heirs, executors, administrators, successors, and assignees of the respective parties hereto.

Execution of Contract. No contract shall be binding on the Chancellor's Office until it has been approved as to form by their respective legal counsel, and fully executed by the parties.

QUESTIONS

Questions about this RFP should be directed to ChancellorSearch@cccco.edu .