



RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT
PROFESSIONAL SERVICES AGREEMENT

This Professional Services Agreement (“Agreement”) is between Rancho Santiago Community College District (“District”), a California community college district and political subdivision of the State of California, with its principle place of business located at 2323 N. Broadway, Santa Ana, Ca 92706, on behalf of Human Resources and the Association of Community College Trustees (ACCT), having its principal business address located at 1101 17th St. NW, Suite 300, Washington, DC 20036 hereinafter called ("Contractor").

Contractor certifies that Contractor is a (check applicable):

Sole Proprietor Corporation Limited Liability Company Partnership Nonprofit Corporation

District and Contractor are also referred to collectively as the “Parties” and individually as “Party.”

WHEREAS, District is authorized to contract with persons for the furnishing of special services and advice in financial, economic, accounting, engineering, legal, administrative, or other related matters; and

WHEREAS, District is in need of such special services and advice; and

WHEREAS, Contractor represents that it is specially trained, experienced, properly certified/licensed and competent to perform the services required by the District, and such services are needed on a limited basis;

NOW, THEREFORE, in consideration of the Recitals and mutual covenants provided in this Contract, District and Contractor agree as follows:

Terms and Conditions

1. Contractor Scope of Work. Contractor agrees to furnish all labor, materials, tools, equipment, services, and incidental and customary work necessary to fully and adequately supply professional services, as more particularly described in **Exhibit A**, attached hereto and incorporated herein by reference (collectively “Services”). Services authorized by District are limited to those specific services identified in **Exhibit A**, and Contractor agrees to undertake no other services for District under the auspices of this Contract, whether directly or indirectly, without the prior written consent of District. No changes to **Exhibit A** are authorized without the express written consent of District by an executed written addendum to this Contract signed by the Parties.

2. Term. The term of this Agreement shall commence upon the execution of this agreement by both parties or on September 15, 2020, whichever is later, and shall continue in full force and effect thereafter until and including June 30, 2021 (“Term”), unless this Agreement is terminated during the Term pursuant to this Agreement.

3. Early Termination. This Contract may be terminated as follows unless otherwise specified herein:
 - A. The District may, at any time, terminate this Agreement with or without cause by providing at least thirty (30) days written notice to Contractor prior to the requested termination date
 - B. District and Contractor may terminate this Contract at any time by their mutual written agreement.
 - C. Either party may terminate this Contract in the event of a material breach by the other party. To be effective, the party seeking termination must give to the other party written notice of the breach and its intent to terminate. If the breaching party does not entirely cure the breach within 15 days of the

date of the notice, then the non-breaching party may terminate this Contract at any time thereafter by giving a written notice of termination.

- D. Contractor Licensing, etc.: Notwithstanding any other provision herein, District may terminate this Contract immediately by written notice to Contractor upon denial, suspension, revocation, or non-renewal of any license, permit, certification, insurance, or certificate that Contractor must hold to provide services under this Contract or in the event of filing for bankruptcy Termination.
- E. In the event of early termination, District shall compensate Contractor only for work satisfactorily rendered to the date of termination. District shall not be liable for any direct, indirect, or consequential damages
- F. All finished or unfinished documents, data, studies, maps, photographs, reports, and materials (hereafter referred to as materials) prepared by Contractor under this Agreement shall become the property of the District and shall be promptly delivered to the District.
- G. If District terminates for cause, it shall be entitled to compensation from Contractor for all costs associated with addressing and rectifying Contractor's noncompliance with this Agreement. Written notice by District shall be sufficient to stop further performance of Work by Contractor.

4. Payment.

- A. Amount of Compensation. District agrees to pay Contractor, as full consideration and compensation for Contractor's performance of the Work under this Agreement, a total amount not to exceed Eighty Thousand Dollars (\$80,000) ("Contract Amount"). Additional details are specified in **Exhibit A**.
- B. Expenses. Contractor shall furnish at its own expense all necessary overhead, administrative and support services, equipment, clerical personnel, facilities, communications and related facilities and personnel necessary to perform the Services. All fees and expenses for services of Contractor under this Contract, and District's obligations to compensate Contractor for services, shall solely be governed by **Exhibit A**. Should Contractor incur additional or unanticipated expenses, District shall not be obligated to pay for, or reimburse, said expenses to the extent not included within the compensation specifications set forth in **Exhibit A**. District shall be entitled, at its sole and unrestricted discretion, to refuse to amend this Contract or to otherwise voluntarily pay such additional and unanticipated expenses
- C. Invoicing and Method of Payment. Unless otherwise specified in **Exhibit A**, Contractor shall submit to District detailed billing information regarding the Work provided for the billing period, not more than once per month, and, if applicable, District-authorized Expenses incurred during the billing period. All District-authorized Expenses shall be documented with original receipts and shall be pre-approved in writing by District, unless such expenses are specifically authorized by this Agreement. Invoices shall include the invoice date, date(s) of service(s), District's Purchase Order number, and Contractor's Taxpayer Identification Number. Invoices shall be paid on a "net 30-day basis" for Work satisfactorily rendered (as determined by the District) pursuant to this Agreement. An invoice cannot be paid unless this Agreement has been signed by Contractor and has been properly executed by District.
- D. W-9: Contractor acknowledges and agrees that it must submit a completed "Request for Taxpayer Identification Number and Certification" (Form W-9) with this signed Contract and that the District will report payment information to the Internal Revenue Service under the name and TIN or SSN, whichever is applicable, provided by Contractor
- E. California State Tax Withholding for Nonresidents of California. It is mutually understood that if Contractor is a Nonresident of California, which may include California Nonresidents, corporations, limited liability companies, non-profits, and partnerships that do not have a permanent place of business in the State of California, the District is obligated to abide by California Franchise Tax Board (FTB) withholding requirements. The District is required to withhold from all payments or distributions of

California source income made to a Nonresident when payments or distributions are greater than One Thousand Five Hundred Dollars (\$1,500) for the calendar year unless the District receives authorization for a waiver or a reduced withholding rate from the Franchise Tax Board. As of January 1, 2008, the standard withholding amount for all payments to Nonresident California Contractors is Seven Percent (7%). District will deduct the amount ordered by the State of California from the payment hereunder and will pay such amount directly to the Contractor's California State Income Tax Account, settlement of which must be made by Contractor directly with the State of California through Withholding Coordinator, Franchise Tax Board, PO Box 651, Sacramento, California, 95812-0651; telephone (916) 845-6262. Completion and submission of the appropriate form shall be the obligation of the Nonresident Contractor and Contractor shall defend, indemnify and hold harmless the District against any loss, expense, or liability arising out of Contractor's acts or omissions with respect to this nonresident requirement. Contractor shall provide all necessary documentation and information to help District comply with all tax requirements related to California nonresidents.

5. Independent Contractor. By its signature on this Contract, Contractor acknowledges and agrees that the Services to be performed under this Contract are those of an independent contractor, and that Contractor is solely responsible for the Services and any other work performed as a result of this Contract. Contractor represents and warrants that Contractor, its subcontractors, and their employees, and agents are not officers, agents, or employees of District. Contractor acknowledges and agrees any personnel performing the Services under this Contract shall at all times be under Contractor's exclusive direction and control, and that Contractor is solely responsible for payment of all compensation, wages, salaries, benefits, and other amounts due to such personnel. Contractor further acknowledges and agrees that Contractor shall be solely responsible for all federal, state, and local taxes and any and all fees applicable to any Services performed under this Contract, including, but not limited to, social security taxes, income tax withholding, unemployment insurance, and workers' compensation insurance.

6. Use of Subcontractors. Contractor shall not delegate, by contract, agreement or otherwise, any services or tasks required under this Contract to any other person or entity without the express written permission of District by executed addendum. Consent to any subcontract may be withheld by District at its sole and unrestricted discretion. District shall not be obligated to pay for any services or work performed by an unauthorized person or entity. Contractor shall at all times during the term of this agreement remain fully and independently responsible and liable to District for the full and complete performance of the terms and conditions of this Contract. Contractor shall be responsible for ensuring that all subcontractors independently satisfy all of the requirements of Contractor under this Contract, including but not limited to the insurance and indemnification provisions of this Contract, unless otherwise agreed in writing by the District. Prior to performance of Services by any subcontractor, the subcontractor shall provide District with evidence of all insurance, certificates, forms, and licenses required by this Contract.

7. Trademark/Logo Use. Contractor must obtain written approval from the District to use the District's name and/or logos in any advertisements, promotions, press releases or other media. In the event such permission is extended, the District will furnish Contractor with camera-ready artwork for such use. District, at its sole discretion, may limit or otherwise place conditions on Contractor's use of District's name, and/or logos in which case such limitations shall be incorporated into this Agreement. Contractor shall not revise, change, or otherwise alter any material related to District's name and/or logo without written consent from District.

8. Ownership of Property. Contractor agrees that all work products created or developed for District by Contractor pursuant to this Contract are intended as "works made for hire" and shall be the exclusive property of the District. If any such work products contain Contractor's intellectual property that is or could be protected by federal copyright, patent, or trademark laws, Contractor hereby grants District a perpetual, royalty-free, fully-paid, non-exclusive, and irrevocable license to copy, reproduce, deliver, publish, perform, dispose of, and

use or re-use, in whole or in part, and to authorize others to do so, all such work products. District claims no right to any pre-existing work product of Contractor provided to District by Contractor in the performance of this Contract, except to copy, use, or re-use any such work product for District use only.

9. Indemnification/Hold Harmless.

- a. To the fullest extent allowed by law, Contractor shall defend, indemnify and hold District, its officials, trustees, officers, agents, employees, volunteers, and representatives (“Indemnitees”) free and harmless from any and all claims, demands, negligence (including the active or passive negligence of Indemnitees as allowed by law), causes of action, costs, expenses, liabilities, losses, damages or injuries, fines, penalties in law or equity, regardless of whether the allegations are false, fraudulent, or groundless, to property or persons, including wrongful death, (collectively “Loss”) to the extent arising out of or incident to: 1) Contractor or any subcontractor’s failure to fully comply with or breach of any of the terms and conditions of this Contract, or 2) any acts, omissions, negligence or willful misconduct of Contractor, any subcontractor, and their officials, officers, employees, and agents arising out of or in connection with the performance of Services or otherwise arising from this Contract (“Indemnification”).
- b. Contractor’s Indemnification includes, but is not limited to, the payment of all damages and attorney’s fees, fines, penalties and other related costs and expenses. The only limitations on this provision shall be those imposed by Civil Code § 2782, as may be applicable, or other applicable provisions of law.
- c. Contractor’s defense obligations (with counsel approved by District), shall arise immediately upon tender of any of the Indemnitees, and the defense shall be paid at Contractor’s own cost, expense and risk, for any and all such aforesaid suits, actions or other legal proceedings of every kind that may be brought or instituted against any of the Indemnitees, notwithstanding whether liability is, can be or has yet been established.

10. Insurance Requirements. Contractor (and all subcontractors) agrees to maintain, in full force and effect, at Contractor's expense, the following insurance coverage from an admitted carrier in the State of California with an AM Best Rating of A-VII or higher:

- a. Commercial General Liability insurance, with limits of not less than One Million Dollars (\$1,000,000) per occurrence / Two Million Dollars (\$2,000,000) aggregate and must include coverage for property damage, bodily injury, personal & advertising injury, products and completed operations, liability assumed under an insured Contract (including tort of another assumed in a business contract), and independent contractor’s liability, written on an "occurrence" form;
- b. Business Automobile Liability covering all owned, non-owned and hired vehicles with combined single limit for bodily injury and/or property damage of not less than One Million Dollars (\$1,000,000). (Business Auto Liability is required when a vendor is operating a vehicle on District premises for other than commute purposes or the vehicle is an integral part of their services).
- c. Workers' Compensation insurance. This coverage is required unless Contractor provides written verification it has no employees. Coverage must be at least as broad as that which is required by the State of California, with Statutory Limits. Contractor must also maintain Employer’s Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease. as required by statutory insurance requirement of the State of California;

Other Insurance Requirements

- Contractor agrees to name District, District's Board of Trustees, its officers, agents, and employees as Additional Insured under its policy (ies).
- The Certificate(s) of Insurance shall provide thirty (30) days prior written notice of cancellation.
- Contractor's Insurance to be Primary. Any insurance or self-insurance maintained by the District, its board of trustees, officials, employees, volunteers, and agents shall be excess of the Contractor's insurance and shall not contribute with it.
- Contractor shall deliver Certificate(s) of Insurance and Additional Insured Endorsement(s) evidencing the required coverages to the District, which shall be subject to the District's approval for adequacy of protection. All certificates must be delivered before Work is to commence. However, failure to obtain the required documents prior to the work beginning shall not waive the Contractor's obligation to provide them.
- Waiver of Subrogation. Contractor hereby grants to District, its board of trustees, employees, volunteers, and agents a waiver of any right to subrogation which any insurer of said Contractor may acquire against the District, its board of trustees, officials, employees, volunteers, and agents by virtue of the payment of any loss under such insurance. Contractor shall obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the District, its board of trustees, officials, employees, volunteers, and agents have received a waiver of subrogation endorsement from the insurer.
- An Umbrella Liability policy (or Excess Liability) may be used to provide additional Commercial General Liability, Automobile Liability, and Employers' Liability limits to meet District's minimum coverage requirements provided all requirements set forth herein are fully satisfied with respect to such policy.
- If Contractor maintains broader coverage and/or higher limits than the minimums required herein, the District requires and shall be entitled to the broader coverage and/or higher limits maintained by the Contractor.

11. Assignment. The obligations of the Contractor pursuant to this Agreement shall not be assigned by the Contractor without the express, written approval of the District.

12. Compliance with Applicable Laws. Contractor agrees to comply with all federal, state and local laws, rules, regulations and ordinances that are now or may in the future become applicable to Contractor, Contractor's business, equipment and personnel engaged in operations covered by this Agreement or accruing out of the performance of such operations.

13. Permits/Licenses. Contractor and all Contractor's employees or agents shall secure and maintain in force such permits and licenses as are required by law in connection with the furnishing of Work pursuant to this Agreement.

14. Professional Practices. All Work provided pursuant to this Agreement shall be provide in a manner consistent with the standards of care, diligence and skill ordinarily exercised by professionals in similar fields and circumstances in accordance with sound professional practices.

15. Confidentiality. Under the terms of this Contract, Contractor may receive or obtain access to student data, pupil records, or other information that is privileged, confidential, not publically available, which is covered by federal or state privacy laws, rules, and regulations, or which is otherwise considered confidential and protected from disclosure by the policies and procedures of District ("Confidential Information"). Contractor understands and agrees that all Confidential Information shall be preserved and protected as privileged or confidential, that

Confidential Information shall be held strictly in accordance with the District's policies and procedures, that Confidential Information shall be preserved and held in compliance with all applicable state or federal laws, rules, or regulations, and that Confidential Information shall not be shared with any third party without the expressed written authorization of District. If Contractor is a provider of digital education services (i.e. an operator of an internet web site, online service, online application, or mobile application, a provider of digital education software, etc.), at any time upon the request of District, Contractor shall enter into a separate California Student Data Privacy Agreement with District. Once signed by both parties. If executed the California Student Data Privacy Agreement shall become incorporated herein. IF CONTRACTOR BECOMES AWARE OF A POSSIBLE UNAUTHORIZED RELEASE OR DISCLOSURE OF CONFIDENTIAL INFORMATION, CONTRACTOR SHALL IMMEDIATELY NOTIFY DISTRICT.

16. Entire Agreement/Amendment. When signed by both Parties, this Contract (and any attached exhibits) is their final and entire agreement. As their final and entire expression, this Contract supersedes all prior and contemporaneous oral or written communications between the Parties, their agents, and representatives. There are no representations, promises, terms, conditions, or obligations other than those contained herein.

17. Non-Discrimination. Contractor represents that it is an equal opportunity employer and acknowledges that it shall not subject any person to unlawful discrimination based on race, color, gender, age, religion, national origin, U.S. military veteran status, marital status, sexual orientation, disability, or political affiliation in programs, activities, services, benefits, or employment in connection with this Contract. Contractor agrees not to discriminate on any of these bases in its employment or personnel policies, including but not limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination.

18. Non-Waiver. The failure of District or Contractor to seek redress for violation of, or to insist upon, the strict performance of any term or condition of this Agreement, shall not be deemed a waiver by that Party of such term or condition, or prevent a subsequent similar act from again constituting a violation of such term or condition.

19. Notice. All notices or demands to be given under this Agreement by either Party to the other Party shall be in writing and given either by: (a) personal service or (b) by U.S. Mail, mailed either by certified or registered mail, return receipt requested, with postage prepaid. Service shall be considered given when received, if personally served, or, if mailed, on the third day after deposit in any U.S. Post Office. The address to which notices or demands may be given by either Party may be changed by written notice given in accordance with the notice provisions of this Section. At the date of this Agreement:

District: Rancho Santiago Community College District
Attn: Peter J. Hardash, Vice Chancellor, Business Operations/Fiscal Services
2323 N. Broadway
Santa Ana, Ca 92706

With a copy to: (District Department Responsible for Contract)
Tracie Green
Vice Chancellor Human Resources
2323 N. Broadway
Santa Ana, CA 92706

Contractor: Julie Golder
1101 17th St. NW, Suite 300
Washington, DC 20036

A Party may change its/his/her designated representative and/or address for the purpose of receiving notices and communications under this Agreement by notifying the other Party of the change in writing and in the manner described in this Section.

20. Severability. If any term, condition or provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force and effect, and shall not be affected, impaired or invalidated in any way.

21. Exhibits. All exhibits referenced herein and attached hereto shall be deemed incorporated into and made a part of this Agreement by each reference as though fully set forth in each instance in the text hereof.

22. Interpretation. In interpreting this Agreement, it shall be deemed to have been prepared by the Parties jointly, and no ambiguity shall be resolved against District on the premise that it or its attorneys were responsible for drafting this Agreement or any provision hereof. The captions or heading set forth in this Agreement are for convenience only and in no way define, limit, or describe the scope or intent of any Sections or other provisions of this Agreement. Any reference in this Agreement to a Section, unless specified otherwise, shall be a reference to a Section of this Agreement.

23. Conflict of Interest. Contractor hereby represents, warrants and covenants that (i) at the time of execution of this Agreement, Contractor has no interest and shall not acquire any interest in the future, whether direct or indirect, which would conflict in any manner or degree with the performance of Work under this Agreement; (ii) Contractor has no business or financial interests which are in conflict with Contractor's obligations to District under this Agreement; and (iii) Contractor shall not employ in the performance of Work under this Agreement any person or entity having any such interests.

24. Governing Law. The terms and conditions of this Agreement shall be governed by the laws of the State of California with venue in Orange County, California.

25. Time is of the Essence. Time is of the essence and Contractor shall perform the services required by this Agreement in an expeditious and timely manner so as not to unreasonably delay the purpose of this Agreement.

26. Accessibility of Information Technology. Contractor hereby warrants that the Work to be provided under this Agreement complies with the accessibility requirements of Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C §794d), and its implementing regulations set forth at Title 36, Code of Federal Regulations, Part 1194. Contractor agrees to promptly respond to and resolve any complaint regarding accessibility of its products brought to its attention. Contractor further agrees to indemnify and hold harmless District from any claim arising out of its failure to comply with the aforesaid requirements. Failure to comply with these requirements shall constitute a breach and be grounds for termination of this Agreement.

27. Force Majeure. Neither party shall be responsible for delays or failure in performance resulting from acts beyond the control of such parties. Such acts shall include, but not be limited to, Acts of God, labor disputes, civil disruptions, acts of war, epidemics, fire, electrical power outages, earthquakes or other natural disasters.

28. Failure to Perform. As used in this Contract, "failure to perform" means failure, for whatever reason, to deliver goods and/or perform work as specified and scheduled in this Contract. If Contractor fails to perform under this Contract, then District, after giving seven days' written notice and opportunity to cure to Contractor, has the right to complete the work itself, to obtain the contracted goods and/or services from other contractors, or a combination thereof, as necessary to complete the work. Both Parties agree that Contractor shall bear any reasonable cost difference, as measured against any unpaid balance due Contractor,

for these substitute goods or services.

29. Dispute Resolution.

Negotiation. Any dispute that Contractor may have regarding the performance of this Contract, including, but not limited to, claims for additional compensation, shall be submitted to District within 30 days of its occurrence. District and Contractor shall attempt to negotiate a resolution of such dispute and process an amendment to this Contract to implement the terms of such resolution.

Mediation. If a dispute arises out of or relates to this Contract, or the breach thereof, and if said dispute cannot be resolved through direct discussions, the Parties agree to first endeavor to resolve the dispute in an amicable manner by non-binding mediation under the applicable rules of the Judicial Arbitration and Mediation Service (JAMS), or other similar organization mutually selected by the Parties. If any unresolved controversy or claim arising out of or relating to this Contract, or breach thereof, remains after mediation, the matter shall be determined in a court of law of proper jurisdiction in the District's place of venue.

If a mediated settlement is reached, neither party shall be the prevailing party for the purposes of the mediated settlement. Each party agrees to bear an equal quota of the expenses of the mediator.

A party that refuses to participate in mediation or refuses to participate in the selection of a mediator cannot file a legal action. The non-refusing party shall be permitted to file a legal action immediately upon the other party's refusal to participate in mediation or the selection of a mediator.

30. Amendments. This Agreement may be amended only by written instrument signed by both District and Contractor which writing shall state expressly that it is intended by the parties to amend the terms and conditions of this Agreement.

31. Counterparts. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same agreement. Any such counterpart containing an electronic, digital or facsimile signature shall be deemed an original. Execution of this agreement, signifies the parties' mutual consent to conduct transactions electronically. Pursuant to the California Uniform Electronic Transactions Act ("UETA") (Cal. Civ. Code § 1633.1 et seq.) and California Government Code 16.5, the District reserves the right to conduct business electronically, unless otherwise communicated by the District to stop such electronic transactions, including without limitation to the use of electronic or digital signatures.

32. Certification Regarding Debarment, Suspension or Other Ineligibility. (Applicable to all agreements funded in part or whole with federal funds).

1. By executing this contractual instrument, Contractor certifies to the best of its knowledge and belief that it and its principals:
 - 1) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency;
 - 2) Have not, within a three-year period preceding the execution of this contractual instrument, been convicted of, or had a civil judgment rendered against them, for: (a) Commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or Local) or private transaction or contract; (b) Violation of Federal or State antitrust statutes; (c) Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, receiving stolen property, making false claims, or obstruction

of justice; or (d) Commission of any other offense indicating a lack of business integrity or business honesty that seriously and directly affects Contractor's present responsibility

- 33. Gift Ban Policy. The District has a Gift Ban Policy ([BP 3821](#)) that states that no person who is doing business with or soliciting business from the District shall make any gift to any designated employee who, by virtue of his District employment, could make a governmental decision, participate in making a governmental decision, or use his or her official position to influence a governmental decision regarding the pending business of the donor, or who has done any of the above during the twelve (12) months preceding the donation. It is Contractor's responsibility to be aware of this policy and to comply with this policy. The complete policy can be found on the District's [website](#).
- 34. Authority to Execute. The individual executing this Agreement on behalf of the Contractor is duly and fully authorized to execute this Agreement on behalf of Contractor and to bind the Contractor to each and every term, condition and covenant of this Agreement

IN WITNESS WHEREOF, Parties hereby agree.

Rancho Santiago Community College District

BY: _____
Signature of Authorized Person

Print Name: Peter J. Hardash

Print Title: Vice Chancellor, Business Operations/Fiscal Services

Date: _____

CONTRACTOR

BY: J. Noah Brown

Signature of Authorized Person

Print Name: J. Noah Brown

Print Title: President and CEO

Date: 9/3/2020

Exhibit A

Scope of Work and Detailed Schedule of Payment.

The Work completed herein must meet the approval of the District and shall be subject to the District's general right of inspection to secure the satisfactory completion thereof.

Please see attached.

Exhibit A

AGREEMENT between
Rancho Santiago Community College District
and the
Association of Community College Trustees

CONFIDENTIALITY POLICIES

All individuals involved in the process of selecting the President of Santa Ana College and the President of Santiago Canyon College are expected to honor the following policies and to respect the confidentiality of candidates' personal and professional goals and current position.

1. The District is committed to conducting an open and equitable search process that conforms to the District's EEO regulations, and to meet the spirit of EEO, as well as the legal requirements of the state.
2. The official spokesperson for the search is the Board President or the Chair of the Search Committee. Other individuals should not discuss the search with members of the press or District constituency groups. Regular progress reports will be sent to all interested groups and the media.
3. All candidate files are considered confidential and must be maintained and reviewed in a manner that ensures that candidates' identities are not divulged.
4. Information on whether or not an individual is a candidate and candidates' status at each stage of the search is considered confidential.
5. All information contained in semifinal and final candidates' background and reference reports is considered confidential.
6. The identity of candidates is not to be divulged to the press, to members of District constituency groups, and to the community, unless and until the candidates are invited to come to the District for open interviews as final candidates.

August 3, 2020

Ms. Tracie Green
Vice Chancellor of Human Resources
Rancho Santiago Community College District
2323 North Broadway
Santa Ana, CA 92706

Dear Ms. Green:

The Association of Community College Trustees (ACCT) would be honored to assist the Rancho Santiago Community College District (RSCCD or District) by providing full-service, comprehensive Executive Search Consulting Services for the recruitment and selection of the next President of Santa Ana College and the President of Santiago Canyon College. We would work with the Chancellor to tailor a search process and recruitment strategy that is highly customized to the District and the communities served. The ACCT search process is inclusive, transparent, and equitable.

Through our 45-plus years working on executive searches, ACCT Searches has developed an extensive network of community college leaders, both throughout California and across the nation. ACCT Searches also has significant experience leading the selection and ensuring the success of leaders with large campuses and districts. We continuously cultivate new relationships with both established and up-and-coming, highly-regarded leaders. ACCT Searches consistently demonstrates professionalism and integrity, maintains a record of exemplary past performance, and provides the financial and technical resources to offer superior service.

As your nonprofit membership association, we are ready to leverage our resources and wide network of leaders to assist the District in identifying its next presidents. We will customize our recruitment strategy to meet the specific needs of RSCCD and work closely with the Chancellor, Search Committee, and entire District throughout every step of the process.

I will be the primary contact and project lead for this proposal. If you have any questions or require additional information, please do not hesitate to reach out: (202) 384-5816 (mobile) or jgolder@acct.org.

Sincerely,

Julie Golder, J.D.
Vice President of Search Services
Association of Community College Trustees



**Proposal Submitted to
Rancho Santiago Community College District**

**To Assist with the Executive Search for the
President of Santa Ana College and the President
of Santiago Canyon College
Rancho Santiago Community College District**

August 3, 2020

Submitted by:

Julie Golder, J.D.

Association of Community College Trustees

1101 17th Street NW, Suite 300

Washington, DC 20036

(202) 384-5816 (Mobile) | jgolder@acct.org

acctsearches.org



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STATEMENT OF FIRM QUALIFICATIONS

Founded in 1972, the Association of Community College Trustees (ACCT) is a national nonprofit educational association based in Washington, DC that represents more than 6,500 trustees who govern over 1,200 community, technical, and junior colleges. ACCT helps to strengthen the capacity of these institutions to accomplish their missions through effective board leadership, education, training, advocacy at local, state, and national levels, and exemplary search services.

With 45-plus years of experience as the only national nonprofit organization dedicated to providing services to community college boards, ACCT has successfully completed over 500 searches for chief executive officers, including chancellors and presidents. Focusing on two-year public community and technical colleges, we are uniquely able to provide comprehensive search assistance, recruitment of a diverse and high-quality pool of candidates, and guidance on an efficacious process to the Board of Trustees, Search Committee, and the District.

As the leading national association that serves community college governing boards, ACCT has the built-in capacity to conduct a comprehensive national recruitment endeavor to bring the most qualified leaders to Rancho Santiago Community College District. Our full range of services - education, training, conferences, consultations, and advocacy - enables us to build sustainable, collaborative relationships with trustees and understand their institutions from multiple perspectives, thereby strengthening our ability to assist in identifying an institution's new leader.

ACCT Searches has a highly qualified team of experts dedicated to supporting the presidential searches for RSCCD. ACCT is unlike other organizations in that we use a team approach for conducting all searches. The ACCT Searches team brings a powerful combination of a keen understanding of community and technical colleges and hands-on experience in higher education leadership. Furthermore, ACCT Searches prides itself on ensuring that its team is accessible to the Chancellor, District, District constituents, candidates, and community members throughout its searches, with a high degree of responsiveness to any questions or concerns.

As a member of ACCT, the Rancho Santiago Community College District has access to our leading national expertise and advanced understanding of best practices in search services. We will work closely with all constituent groups to meet the unique needs of the presidential searches for the District. Identifying competitive candidates who are well-suited for the institutions and fit their distinct culture is essential. Our recruitment is highly-tailored to meet the specific presidential position requirements of the District. We will leverage our full arsenal of resources and our vast network of current and former leaders in community, state, and technical colleges around the nation for the search.

ACCT's consistently cited strengths include:

- ACCT's ability to attract high-quality candidates -- particularly those who might not respond to an advertisement -- from both two- and four-year colleges/districts/systems.

- ACCT's reputation for professionalism and equity ensure that a national pool of candidates will be broadly inclusive.
- ACCT's unique position within the national community college culture gives ACCT a clear advantage in providing a highly effective recruitment effort.
- ACCT has a proven record of recruitment of minority and female candidates.
- ACCT's structured search practice ensures both internal and external constituents that the process is open and fair, and that the final candidate selected is the best from a national field.

ACCT is the only nonprofit professional search consulting organization that:

- Focuses exclusively on the community college sector.
- Has a 45-plus year history of providing these services to governing boards of community colleges, state systems, and districts throughout the country.
- Has completed over 500 successful searches for executive officers including college presidents, chancellors, campus presidents, vice presidents, and deans.
- Provides comprehensive in-depth background and reference reports on candidates.
- As a national association, has an extensive community college national network as well as a deep and broad network throughout California.

California Experience and Expertise

ACCT also has extensive search experience working with community colleges in California and has significant expertise in complying with the California Sunshine Laws, Open Meetings Act and Brown Act requirements.

ACCT has successfully assisted the following California colleges and organizations in recent searches, to name just a few:

- San Diego Community College District, Chancellor (Current Search)
- San Bernardino Community College District, Chancellor (Current Search)
- Riverside Community College District, Chancellor
- Norco College, RCCD, President
- Grossmont-Cuyamaca Community College District, Chancellor
- Merced College, Superintendent/President
- San José-Evergreen Community College District, Chancellor
- Coast Community College District, Chancellor
- Foothill-De Anza Community College District, Chancellor
- Los Angeles Community College District, Chancellor
- Los Angeles Trade-Technical College, LACCD, President
- California Community Colleges, Chancellor
- Community College League of California, President and CEO

Proven Experience with Large Colleges and Districts

ACCT has extensive experience working with large, complex colleges and districts and is accustomed to and aware of the needs of larger campuses. We have provided search assistance to the other following large colleges and districts:

- City University of New York (CUNY), NY – multiple colleges
- Houston Community College System, TX, Chancellor
- Pima Community College, AZ, Chancellor
- Community College of Allegheny County, PA, President
- Maricopa Community Colleges, AZ, 4 campus president searches
- Delgado Community College, LCTCS, LA, Chancellor

COVID-19 Procedures and Videoconferencing Capabilities

ACCT has successfully navigated virtual searches. Any or all aspects of the search process can be managed virtually. We have the technology and experience to support a partial or completely virtual search.

In order to facilitate the needs of our virtual searches, we use the GoToMeeting platform and software for all video conferences. Our team conducts webcam tests with the search committee, as well as with each semifinalist candidate to ensure that all equipment and internet connections are optimal. If a different video conference host is preferred, we are happy to work with the college's IT department to ensure that all virtual components of the search are achieving the same standard of quality we strive for during our in-person searches.

STAFF QUALIFICATIONS

ACCT Searches has a highly qualified team of experts dedicated to supporting the Rancho Santiago Community College District presidential searches.

Principal



Julie Golder, J.D., Vice President of Search Services, provides oversight to all ACCT Searches and has personally led over 100 executive searches for community and technical colleges throughout the country. Julie provides leadership, guidance, and support for all aspects of the search process and has been working exclusively on community college executive searches for over 14 years. Julie provides oversight, assists with recruitment efforts, manages reference reports, and works closely with the team of ACCT Search Consultants.

Julie’s career path includes a decade of PBS television production; at WPBT she directed the station’s flagship program – *Nightly Business Report*. Julie also worked at Oregon Public Broadcasting in Portland, OR. Her communications experience, legal training, and passion for higher education provide a unique background for the multi-faceted duties and fast-paced environment at ACCT.

Julie spent many years living in California. She received a Bachelor of Arts in communications from the University of Central Florida and a Juris Doctor from the University of Montana’s School of Law.

Lead Search Consultant(s)

The role of the ACCT Lead Search Consultant(s) is, in part, to facilitate the development of consensus throughout the search. The ACCT Lead Search Consultant(s) respond to the support services needed for the presidential searches for Rancho Santiago Community College District, tailoring the process to accommodate individual circumstances. The Consultant(s) work closely with the Chancellor and Search Committee to outline an overall process, set a timeline, and keep all constituencies consistently informed.

The ACCT Lead Search Consultant(s) will make three visits to the District. Site visits for a president search may include:

- Initial meeting with the Chancellor and District for guidance on process, timeline, etc.
- Facilitation of an initial meeting of the Search Committee to orient members to each other and to their roles and responsibilities.
- Conducting open forums: gathering information from interviews and discussions with key internal and external constituencies to help develop a comprehensive Presidential Profile.
- Facilitation of discussion in reviewing applications and selection of semifinalists.
- Provision of assistance in semifinalist and finalist interviewing, i.e. facilitation of interviews of top candidates with the Chancellor
- Preparing/presenting a candidate summary report and evaluation, and recommending those candidates most clearly qualified. Summary reference reports are developed on all final candidates and are presented orally to the Chancellor

The District would have its choice of one or two experienced ACCT Search Consultant(s) (depending on the decision of the Chancellor and District) for both searches, including:



Jose Leyba, Ed.D. Dr. Leyba retired from the Maricopa Community Colleges in 2008 as the Vice President for Corporate Development and Relations for Maricopa Community Colleges Foundation in Tempe, Arizona, and currently serves as an ACCT Search Consultant. He also served higher education in a variety of roles, both permanent and temporary including Interim College President at Los Angeles Mission College, Los Angeles Community College District, CA, Interim Vice President of Instruction at West Campus, Pima Community College District, AZ, Acting Provost/Executive Vice Chancellor at Pima Community College, AZ, Vice President for Development and

Community Relations at Mesa Community College, AZ, and Associate Vice Chancellor for Human Resources for Maricopa Community College District, AZ. During Dr. Leyba's tenure as Associate and Acting Vice Chancellor for Human Resources at the Maricopa Community Colleges, he was responsible for and personally conducted Executive searches for the positions of President, Vice Chancellor and Chancellor.



Bruce Leslie, Ph.D., Navy veteran and Chancellor Emeritus of The Alamo Colleges District, retired October 1, 2018, concluding a 42-year career as a senior executive in community college systems. As Chancellor, of the Alamo Colleges District, he led five individually accredited colleges of various sizes, 5 regional centers, a \$1 billion budget, 6,000 employees and a student enrollment of over 65,000 credit and another 25,000 continuing education, distance learning and workforce students each semester. As a result of his leadership, the Alamo Colleges District received numerous state and national awards, most noteworthy, the 2018 National Malcolm Baldrige Quality Award for Performance Excellence; the only community college system to ever receive this Presidential level award. Concurrently, The Aspen Institute named Alamo Colleges-Palo Alto College among the top ten community

colleges in the nation and NICHE recognized Alamo Colleges-Northwest Vista College as best in Texas, 6th in the nation. The District also received several Texas Star Awards; a record four National Bellwether Awards, several sustainability and state and national operational and fiscal performance awards, including four Texas Awards for Performance Excellence and recognition as a National Achieving the Dream Leader College.

Dr. Leslie has served community colleges of all sizes becoming President of Onondaga Community College in Syracuse, NY in 1984. In 1996, he became Chancellor of the Connecticut Community-Technical College System leading twelve individually accredited colleges and then Chancellor of Houston Community College System leading six colleges (the sixth established during his administration) and passing the first General Obligation bond in the district's history.

Leslie earned his bachelor's degree from Baldwin-Wallace College in Ohio, master's degree from Sam Houston State University in Texas, and Ph.D. in Higher Education Administration from the Community College Leadership Program at the University of Texas at Austin. Leslie, his wife Cheryl and their three children each attended community colleges.

Leslie has been active in each community, serving on the Boards of the area chambers of commerce, manufacturing associations, youth and adult leadership programs, United Way, Salvation Army, bioscience and entrepreneurship organizations and various jobs councils. His international experience is extensive. Most recently, Leslie collaborated with the Mayor of San Antonio and County Judge to establish SAWorks, to increase skills talent in Central Texas. Leslie served on the national board of the American Association of Community Colleges, the Association of Talent Development as Treasurer, the Council for Adult and Experiential Learning as treasurer and as past president of RC-2020, an international organization of urban community college CEO's.

Dr. Leslie's many recognitions include the inaugural FranklinCovey "Trim Tab" Leadership Award; the National Higher Education Excellence in Diversity Award; Association of Community College Trustees Eastern Region and Western Region Chief Executive Awards and Charles Kennedy Equity Award; the San Antonio Business Journal C-Suite Award, the Phi Theta Kappa Leadership Award, the AARP Pinnacle Award for Service to Hurricane Katrina Evacuees, the Houston Hispanic Forum Leadership Award, the African Americans in Higher Education in Connecticut Association President's Award, and the Diversity Leadership Award from the Syracuse Center for the Healing of Racism. Leslie was named a Distinguished Alumnus of the University of Texas at Austin in 1990.

Leslie's skills include board development and board/CEO relations, partnership development, workshop facilitation and employment, the Malcolm Baldrige Quality program, FranklinCovey resources, especially strategic planning, 4DX, employee leadership development, collective bargaining, and international development.

Leslie and his wife, Cheryl, are the parents of three children and eight grandchildren and both are actively engaged in community service.



Audre Levy, Ed.D., was born of two parents who promoted education despite the fact that neither had more than a basic elementary education. Because of their incentive and vision, she has made both a career of education and a career in education.

Perhaps one of the labels Dr. Levy most proudly wears is that of a life-long learner. Amazingly, she has five advanced graduate degrees having earned a bachelor's degree in public speaking from Michigan State University, four masters' degrees (a Master of Arts in Education from the University of Michigan; a Master of Science in Educational Psychology from California State University, Long Beach; a Master of

Science from California State University, Dominguez Hills; and a Master of Divinity from Holmes Institute). In 1991, she graduated with a Doctoral Degree in Institutional Management from Pepperdine University and in 2004 was selected “Alumni of the Year.”

Her career path has been flavored with her parent’s inspiration and high work ethic. Dr. Levy has worked in all levels of education (elementary, junior high school, senior high school, adult school, community college, and four-year University). She has been an instructor (having taught English, reading, and public speaking for over 12 years), a counselor (junior high, senior high, and community college students for seven years), and an administrator for over 15 years. Her administrative assignments at the community college post-secondary level have included being Directors of several state and federal programs, Vice President of Student Services, Executive Vice President, Provost, and President. She playfully has labeled herself a bit of a vagabond having been born in Michigan but making many other states her temporary home. She has held positions of leadership in California (Los Angeles Community College District, San Jose/ Evergreen Community Colleges and Glendale Community College) Texas (Dallas Community Colleges), and Florida (Edison Community College). She recently retired having served over the past six and half years as president of Lone Star College-CyFair in Cypress, Texas. Her mantra is “bloom where you are planted!”

However, more important to her than her resume of experience and education is how she approaches life. “I believe anything and everything is possible with the right attitude. Within each and every experience is a wonderful pearl of great price; one just has to be willing to look for it. A temporary setback may be the universe’s way of saying you need to turn left not right and that there is something more magnificent in store for you than this. I also feel that every experience is a learning opportunity and at any time a person can be either the teacher or the student—so one must assume either role with compassion, dignity, and patience.”



Deborah DiThomas, Ed.D., began her career in education as a middle school teacher with Yucaipa Joint Unified School District. After 17 years in the K-12 system, DiThomas took a counselor/instructor post with Riverside Community College District (RCCD). It was there that she spent her time learning everything about community colleges and served as Dean of Matriculation from August 1999 to October, 2004. Between 2004 and 2013, DiThomas continued to serve in a variety of positions for RCCD including, Vice President Student Services, Associate Vice Chancellor Student Services & Operations, Interim Vice Chancellor, Student Services & Operations and Interim President, Norco College. She left RCCD to accept the position of Superintendent/President of the Barstow Community College District on July 1, 2013, where she served until her retirement on June 30, 2017.

A product of the California educational system, DiThomas graduated from California State Polytechnic University, Pomona with a bachelor’s in physical education and English. She holds

two non-terminal, master's degrees from Azusa Pacific University in Educational Counseling and Educational Psychology and a Doctorate in Educational Technology from Pepperdine University.



Charlene Mickens Dukes, Ed.D. Dr. Dukes is president emeritus of Prince George's Community College in Largo, MD where she spent 25 years of her service in higher education - the first twelve as vice president for Student Services. She began her career as a first-generation college graduate and assumed the position of Admissions and Financial Aid Officer at the University of Pittsburgh at Johnstown before moving to the Community College of Allegheny County, serving in a variety of administrative positions, including director of Admission, director of Admissions and Financial Aid, director of Minority Affairs and Affirmative Action, adjunct professor of English, and Dean of Students prior to moving to Largo, Maryland.

The first middle college in the State of Maryland – the Academy of Health Sciences in partnership with the Prince George's County Public Schools - was established in 2011. Currently, with a 90% associate degree attainment rate and a 100% high school graduation rate, there are seven middle/early colleges, including a Teacher Academy, two Information and Technology Early Colleges, two P-TECH programs in hospitality and health information management, and 3D Scholars, that serve racially and ethnically diverse students. She contributed to and advocated for state legislation creating the College and Career Ready Act supporting dual enrollment in 2013. As a result, dual enrollment grew exponentially across the state of Maryland, and PGCC serves close to 3000 students annually.

The College benefitted from more than \$100M in grant, philanthropic, local and state support during her tenure, including the implementation of the Prince George's County and Maryland Promise Scholarships for eligible students. Additionally, the Largo Campus and the five degree and extension centers benefitted from more than \$450M in new construction and renovation, transforming the physical landscape. PGCC is home to the National Cyberwatch Center, an internationally known and recognized entity, funded by the National Science Foundation and dedicated to increasing the diversity of the workforce in cybersecurity. It provides services to over 400 partners in two and four-year colleges and universities, nonprofit and for-profit businesses and industries, and the federal government.

Dr. Dukes served as a member of the Appointed Board of Education in Prince George's County, president of the Maryland State Board of Education, chair of the Board of Directors of the American Association of Community Colleges, secretary of the Institute of Higher Education Policy, and convener of the Presidents Round Table. She is a current member of the Board of Visitors of the School of Education at the University of Pittsburgh, the Prince George's Chamber of Commerce, the Business Roundtable, chair of the Meyer Foundation, secretary of the Greater Washington Community Foundation; and member of the Board of Directors of Venture Philanthropy Partners.

She earned a bachelor of science degree in Secondary Education with a concentration in English from Indiana University of Pennsylvania and a master's and doctorate of Higher Education in Administrative and Policy Studies from the University of Pittsburgh.



Jill Wakefield, Ed.D., is the Chancellor Emeritus of Seattle Colleges, a three-college system with nearly 50,000 students. Jill was the longest serving and first female chancellor in the district's history.

During her career in Seattle, she worked as classified staff, faculty, and as an administrator in Student Affairs, Instruction, and Institutional Advancement. After starting in the Veterans Office, she led Institutional Research, Public Information, Fund Development and Instruction before being named as President of South Seattle Community College in 2003. In 2009, she was named Chancellor of the system. Jill is known for piloting the applied baccalaureate program in Washington State, initiating I-BEST (a nationally-recognized model in which students enroll concurrently in basic skills remediation and technical education), developing a regional health care innovation and training center, re-developing an apprenticeship training/business service center, and initiating student completion initiatives. She served as Interim President of Bellevue College, Washington State's largest community college.

Dr. Wakefield earned an associate degree from Centralia College (WA). She went on to receive a bachelor's degree in Education from Central Washington University (WA), a master's degree in Public Administration/Public Policy from the University of Washington (WA), and a doctorate degree in Educational Leadership from Seattle University (WA). She also earned a certificate for participation in Harvard University's Institute for Executive Management.

Additional consultants are available upon request.

ACCT Searches Support Staff



Andrew Laine, J.D., Association Counsel, provides support on preparing search proposals and contracts, as well as managing vendor certification requirements, tracking search agreement deliverables, and overseeing execution of search services contracts. Prior to joining ACCT, Andrew served as a legislative fellow with the Council of the District of Columbia. He received a Bachelor of Arts in political science from the State University of New York at Geneseo and a Juris Doctor from The George Washington University Law School.



Alexis Victor, M.S., Search Services Associate, provides wide-ranging support for ACCT’s executive searches. Prior to joining ACCT, she served as a human resources advisor for PricewaterhouseCoopers. Alexis received a Master of Science in Family and Human Development from Arizona State University, and a Bachelor of Arts in Psychology from the University of Tampa.



Cathy Gray, Search Services Associate, provides wide-ranging support for ACCT’s executive searches. Prior to joining ACCT, she served in various capacities at television stations in Portland, Oregon, including news writing and producing. Cathy holds a Bachelor of Science in Communications and a Bachelor of Arts in Cultural Anthropology from the University of Texas at Austin.

Reference Consultants/Reference Checking

ACCT also maintains a seasoned team of reference consultants to assist with confidential reference checks and background investigations. In-depth summary reference reports are developed on all final candidates and presented orally to the Chancellor. 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.

In-depth summary reference reports include information obtained from supervisors, subordinates and colleagues from current and previous institutions, and include individuals who are not on the candidate's own list. Candidates' qualifications and achievements are examined in relation to the specified requirements of the position. These references provide frank, objective appraisals.

PERFORMANCE PLAN

In a comprehensive search, the role of the ACCT Searches Team and Lead Search Consultant(s) is, in part, to facilitate the development of consensus throughout the search. Our process builds confidence in the outcome and ensures the quality of the work performed by engaging the Search Committee in every step. The ACCT search process is designed to respond to the selection and support services needed by the Rancho Santiago Community College District. Our process is also flexible, allowing it to be tailored for specific circumstances, ensuring a high level of quality and

compliance with the guidelines established for presidential searches. Furthermore, our recruitment of candidates is national in scope. As the national organization for community college governing boards throughout the country, we are positioned to have a deep and broad knowledge of both established and emerging leaders throughout the country. Additionally, our recruitment covers the region and state.

The following is a description of ACCT's executive search process approach and methodology. ACCT will work directly with the Board of Trustees, Search Committee, and the District to ensure the search process and deliverables demonstrate a commitment to excellence.

Search Organization and Planning

ACCT will...

- Work closely with the District to assess the organizational culture and future direction of the Colleges, outline an overall process, and provide expert search guidance and best practice national standards in search services.
- Provide expert guidance to the District throughout the search process.
- Provide orientation to the members of the Search Committee on their roles and responsibilities, as well as the search process itself.
- Maintain the confidential nature of the selection process.
- Perform all duties as outlined in the search timeline and take all necessary steps to begin as soon after the award as is reasonably practicable.
- Work closely and consistently communicate with the District, and Search Committee members on all phases of the search process.
- Provide progress reports that can be shared with the District community.
- Work closely with the District on arrangements for meetings, interviews, campus visits, websites, etc.

Search Committee Development

ACCT will...

- Advise the Chancellor on the selection and appointment of members of the Search Committee.
- Facilitate an initial meeting of the Search Committee to introduce members to each other and familiarize them with their roles and responsibilities.
- Assist the Search Committee in identifying applicants that best meet the position criteria and qualifications for a short list.
- Coordinate candidates' participation in the interview process.
- Assist with the development of an interview format and candidate questions.

Institutional Analysis and Profile Review

ACCT will...

- Facilitate open public forums to gather information from constituents regarding the challenges and opportunities facing the District, as well as the ideal characteristics, skills, competencies, and abilities of candidates for the presidential positions.
- Use an online survey instrument to gather additional information from constituents (optional).
- Utilize information from research, interviews, and discussions with the Chancellor and key internal and external constituencies to help develop comprehensive Presidential Profiles in collaboration with the RSCCD Human Resources Department.
- Assist in developing an inclusive search process which will engage District constituents.
- Assist the Chancellor in the development of criteria for selection.

Marketing and Advertising Strategy

ACCT will...

- Provide advertising and marketing guidance regarding the position and the search process.
- Assist with the development and placement of print and online advertisements in *The Chronicle of Higher Education* and other state and national media, publications, and websites.
- Work with the public information/human relations office to design a web page for the District website containing important information about the search.
- Prominently feature the position and place a link on acctsearches.org, a dedicated national search website.
- Nationally broadcast the position electronically to over 10,000 community college and university administrators, as well as government, military, and business and industry leaders who have shown interest in community college leadership.
- Utilize contemporary social media for professionals such as LinkedIn, etc.

Recruitment of Candidate Pool

ACCT will...

- Work to identify excellent candidates representing diverse backgrounds through a broad marketing and communication strategy, including but not limited to personal recruitment, social media, and national advertising.
- Directly contact potential candidates and strengthen the pool by recruiting candidates who have a proven track record of success and who fit the Presidential Profiles.
- Solicit nominations and applications through outreach to higher education leaders and ACCT's large database of potential candidates.
- Determine interest and seek nominations through direct correspondence to presidents, chancellors and senior staff at community and technical colleges.
- Feature the search on the District website and the ACCT dedicated searches website for the duration of the search.

Facilitation of Application Review by Search Committee Members

ACCT will...

- Utilize a new confidential application review portal customized to the needs of the search, which will allow Search Committee members to securely access applications anywhere and at any time during the review period.
- Provide Search Committee members with individual portal log-in credentials to ensure the confidentiality of the review process.
- Provide technical assistance with a high level of responsiveness.

Candidate Evaluation and Screening

ACCT will...

- Facilitate the discussion with the Search Committee in the review and evaluation of applications and the selection of semifinalist candidates.
- Provide the first review of applicant curriculum vitae and resumes, and forward to the Search Committee.
- Facilitate interviews of top candidates with the Chancellor.
- Provide assistance in semifinalist and finalist interviewing (semifinalists can interview in person or via videoconference). This includes working with each institution on logistics and assisting the Chancellor and Search Committee on the drafting of appropriate interview questions.
- Assist with logistics and facilitate campus visits for candidates selected as finalists.
- Assist with a site visit to the final candidates' current campuses, if desired.
- Provide oral in-depth reference reports on final candidates to the Chancellor.

Facilitation of Appointment

ACCT will...

- Work with the District to present candidates to the public.
- Work with the Chancellor to extend job offer to the top candidates or successive top candidates.
- Work with the Chancellor to negotiate, facilitate and finalize the offer acceptance for the hiring of the new presidents.
- Provide expert advice and a plan for successful transition of the new presidents.
- ACCT will work with the Chancellor and District until a placement is made.

Reference Reports

In-depth summary reference reports are developed on all final candidates and presented orally to the Chancellor. In conducting in-depth 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. In-depth summary reference reports include information obtained from supervisors, subordinates and colleagues from current and previous institutions, and include individuals who are not on the candidate's own list. Candidates' qualifications and achievements are examined in relation to the specified requirements of the position. These references and evaluations are combined to provide frank, objective appraisals.

Responsive Communication

One of the ACCT search's primary ingredients is communication. Regular progress reports are drafted by the ACCT Search Consultant(s) on behalf of the Chancellor and distributed by the Search Liaison to internal and external constituents via the District website. The Consultant(s) also communicate with the Chancellor by telephone on a regular basis.

The Consultant(s) will notify applicants of their status at each step in the process and will notify semifinalists and finalists of their selection. Candidates selected as semifinalists and who will be interviewed are contacted and their formal permission to contact references is obtained.

At the completion of the search, all the semifinal candidates receive a personal thank you, and the District receives an evaluation form to provide feedback on ACCT's search services. ACCT handles all contact with the candidates until a final candidate is selected. Formal rejection letters are generally not sent until the successful conclusion of the search. At the completion of the search, all applicants are informed about the outcome.

Confidentiality

ACCT understands that maintaining sensitivity and confidentiality is a critical part of a successful search, and we emphasize its importance throughout the search process. All individuals involved in the provision of search services for ACCT, including search and reference consultants, are pledged to honor the ACCT confidentiality policies, to respect the confidentiality of college information, and to protect each candidate's personal and professional goals and current position. In an ACCT search, unless mandated by state Sunshine or Open Information laws, the confidentiality of a candidate is maintained until the candidate agrees to return to the institution as a finalist.

Commitment to Diversity

ACCT is committed to fostering the advancement of community colleges, in part, by applying principles of equity and diversity within their organizations and promoting these values within member colleges.

This responsibility can be achieved best when colleges are governed and led by individuals who are attuned to the fact that programs designed for a multicultural student population can help them overcome an environment where discrimination and poverty can serve as deterrents to social and educational mobility, and economic prosperity.

Community colleges are the most diverse and inclusive segment of higher education in the United States. These colleges serve a larger proportion of women, African Americans, Asian/Pacific Islanders, Hispanic/Latino, Native Americans, LGBTQ students and students with disabilities than

any other segment of higher education. Therefore, community colleges are uniquely positioned to foster an environment that honors, respects, and embraces the variety of students attending the nation’s colleges and universities. And as such, they have been entrusted with creating educational environments that are safe, respectful, and responsive; and, where the potential of students can be attained at the highest level possible.

ACCT will work to identify excellent candidates representing diverse professional, ethnic, and cultural backgrounds through a broad marketing and communication strategy, including but not limited to personal recruitment, social media and national advertising. Our pools are competitive and diverse – they provide real choice to the Search Committee and Chancellor.

Timeline for a Comprehensive Search

The ACCT search process is designed to engage key constituencies while progressing in a prompt, efficient and confidential manner. We will work with the Chancellor and District to develop a customized timeline indicating when specific elements in the search process will be completed for the presidential searches, when deliverables will be provided, and how key constituencies will be engaged.

Technical Approach

The ACCT Lead Search Consultant(s) will work with the District to provide a plan that is customized to the needs of the Rancho Santiago Community College District presidential searches.

	Tasks	ACCT Services/Deliverables	Activities
<u>RSCCD Chancellor and/or designee</u>	<ol style="list-style-type: none"> 1. Define process for conducting search 2. Review and approve Presidential Profile 3. Conduct final interviews, review background information, visit campus of final candidate 4. Select, negotiate contract and make appointment of new presidents 	<ol style="list-style-type: none"> 1. Assist in defining steps, timeline, approach for search, and be available to the Chancellor 2. Coordinate calendar of activities with the Chancellor 3. Keep Chancellor informed 4. Provide Chancellor with draft Presidential Profile 5. Provide search advice 6. Provide contract & compensation advice/information 7. Provide extensive background information – oral report 8. Provide advice on public/press announcements 	<ol style="list-style-type: none"> 1. Issue a report to the District 2. Approve Presidential Profile 3. Regular reports at meetings of the Board 4. Conduct final stage of search, including interviews of finalists, campus visit of final candidate (optional) 5. Negotiate contracts 6. Make appointments
<u>RSCCD Internal Constituents</u>	<ol style="list-style-type: none"> 1. Provide input on Presidential Profile 2. Make nominations 3. Participate in open public forums for final candidates 	<ol style="list-style-type: none"> 1. Prepare draft Presidential Profile 2. Accept nominations and comments by email from all District constituencies 3. Provide advice on format and visit of final candidates 4. Prepare monthly progress report to keep the District informed 	<ol style="list-style-type: none"> 1. Hold public open forums 2. Post Presidential Profile and contact information on District’s and ACCT’s web pages 3. Host campus visits 4. Provide input to Chancellor on all candidates

<u>Search Committee</u>	<ol style="list-style-type: none"> 1. Review the Presidential Profile 2. Review applications, interview candidates and recommend candidates to Chancellor 3. Maintain confidentiality 	<ol style="list-style-type: none"> 1. Work closely with the Chancellor and Search Committee 2. Provide search process training 3. Suggest format for reviewing, rating and discussing all applications 4. Recommend semifinalists 5. Assist with interview questions 	<ol style="list-style-type: none"> 1. Review and rate confidential applications 2. Select semifinal candidates 3. Interview semifinal candidates (confidential interviews; conducted in person or via videoconference)
<u>Search Liaison</u>	<ol style="list-style-type: none"> 1. Assist with preparation for all tasks in coordination with ACCT Lead Search Consultant(s) 2. Arrange all meetings 3. Distribute progress reports 4. Coordinate visits to campus 5. Provide support to the Chancellor and district 	<ol style="list-style-type: none"> 1. Provide guidance on all aspects of the search 2. Maintain regular contact with the Search Liaison and work closely in preparation of correspondence, reports, files 3. Communicate with all candidates or follow up on nominations 4. Process applications 	<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 on web page 4. Post advertisements 5. Assist with travel for all candidates

COST PROPOSAL

If we are awarded both presidential searches, we will offer a discounted Flat Fixed Search Fee of \$80,000 for comprehensive, full-service searches, and provision of all services outlined in this proposal. The Flat Fixed Search Fee includes staff/consultant travel expenses but does not include candidate travel expenses or advertising costs.”

Detailed Services Included in the Comprehensive ACCT Search Fee (\$80,000):

- **Search Approach Services**
 - All services outlined in proposal.
- **Recruiting Services**
 - Provide one-on-one, focused recruiting of high-caliber candidates.
 - National communications strategy and advertising campaign, national exposure of the presidential searches on the ACCT Searches website: acctsearches.org.
 - Promotion on professional social media sites such as LinkedIn.
- **Consultant Accessibility**
 - Three on-site visits by the ACCT Lead Search Consultant(s) to the District, equaling four to five total days on-site per search. Please note: Lead Search Consultant on-site visits beyond the three identified (per search) will be billed at an additional \$3,000 per visit, plus travel expenses.
 - Unlimited availability on an ongoing basis (telephone, email, etc.).
 - Videoconferencing as requested.
- **Technical Assistance**
 - Process candidate applications.
 - Assist with search organization and timeline development.
 - Develop candidate recruitment, evaluation, screening, interviewing, and site visit materials.

- Develop search process materials for each step in the search.
- Work closely with District staff.
- **Background Reference Reports**
 - Provide in-depth summary reference reports on up to three final candidates per search. In-depth summary reference reports on more than three final candidates will be billed at a rate of \$1,300/candidate, plus teleconference and overnight mail charges.
 - Upon request, provide credit, civil, and criminal background reports at cost using HireRight.

Hourly Rates

Please note this information is for internal billing purposes only. ACCT charges a flat rate for all searches.

Title	Hourly Rate	Estimated Hours
ACCT Search Consultant(s)	\$160	250
Julie Golder, Vice President of Search Services	\$140	113
ACCT Searches Support Staff	\$60	401

Possible Additional Search Expenses

Depending on the search process decisions of the Chancellor and/or Designee, the following are **possible additional** search expenses (not included in the base ACCT search fee):

Activity	Estimated Costs
Profile Brochure Mailing: Profile Brochure/Letter regional mailing (first class)	\$1,000
Semifinal Candidate Travel: Six to Eight Semifinal Candidates at \$500-700 each	\$3,000-7,000
Final Candidate Travel: Three to Four Final Candidates/Spouses at \$500-700 each	\$1,500-3,500
Position Announcements: National Regional/Local	\$5,000-9,000 \$1,000
Search Committee Incidentals: Refreshments/Meetings, etc. Travel Reimbursement Hotel Meeting Space for Candidate Interviews	\$500 \$200 \$700
Visit to Final Candidate's Current Institution	\$700

REFERENCES LIST

1.) Ms. Tracey Vackar, Board President, Riverside Community College District, CA

- Phone: (909) 357-7600 ext. 29180
- Email: tracey.vackar@rccd.edu

2.) Mr. Tim Corcoran, Search Liaison for Grossmont-Cuyamaca Community College District, CA

- Phone: (619) 644-7572
- Email: tim.corcoran@gcccd.edu

3.) Dr. Katrina VanderWoude, President, Los Angeles Trade Technical College, CA

- Phone: (248) 933-3146
- Email: katrinavanderwoude@comcast.net

Additional references available upon request.

CONTINUING SUPPORT FOR NEW PRESIDENTS

ACCT is committed to the success of the new presidents of Rancho Santiago Community College District even after the search is completed. To support a successful tenure, ACCT will reach out to the Chancellor for three-month and six-month “check-ups” to assess how the new presidents are meeting the expectations of the Chancellor, Board and District.

ACCT also offers an optional transitional retreat service three to four months into the tenure of a new president. This transitional retreat is designed to provide the Chancellor with valuable information on presidential on-boarding best practices.

SERVICE GUARANTEE

The ACCT search process is designed to respond to the selection and support services needed for executive searches for the District. The process ensures a commitment to integrity, confidentiality, and clear communication. The Chancellor and Search Committee can be sure ACCT’s search process is comprehensive and supported to meet the needs of RSCCD and the community.

Thank you for allowing ACCT to submit this proposal to the Rancho Santiago Community College District. If you have any questions, please contact me at:

Julie Golder, J.D.
Vice President of Search Services
Association of Community College Trustees
1101 17th Street NW, Suite 300
Washington, DC 20036
(202) 384-5816 (Mobile) | jgolder@acct.org

APPENDIX: PERSONNEL RESUMES

RESUME: JOSE A. LEYBA

EDUCATION:

Doctor of Education, Educational Administration and Supervision, Arizona State University, 1994
Master of Education, Educational Administration and Supervision, Arizona State University, 1983
Arizona State University College of Law, 1974-76
Bachelor of Arts, History/Secondary Education, Arizona State University, 1974

PRESENT POSITION:

- SENIOR EXECUTIVE CONSULTANT, Chandler, AZ. Retired from the Maricopa Community Colleges in 2008 in good standing and now serve as a consultant and public speaker for K-12 and Higher Education.

In higher education have served in Interim roles as College President (2006), Interim Vice President of Instruction (2009), Acting Provost/Executive Vice Chancellor (2011), and as executive coach and Human Resources consultant for community colleges. Most recently served as a speaker for Pima Community College Student Services Staff Retreat, as guest lecturer for the National Council for Black American Affairs Community College, Mid Level Administrators Training Program, diversity consultant for Santa Monica Community College CA in conjunction with Tom Brown and Associates, and as Speaker/Trainer for the United States Department of Agriculture Leadership Development Institute, consultant for the Center for Leadership Innovation to develop a Concept Paper, "Latino Non Profits Role in Closing the Educational Attainment Gap", for the TCLI which will serve as the basis for a Kellogg/Gates Proposal, and a Presenter/Speaker at the 2012 TCLI Latino Non Profit leadership Summit.

At the K-12 level I serve as an executive leadership coach through the TAP Program at Arizona State University for Superintendents, and for Turnaround School Principals, and as an Executive Leadership Coach for New School Superintendents through the Arizona Department of Education AZ Leads Program. Also serve Native American communities as strategic planning facilitator for the Navajo Nation, Chinle Unified School District Administrative Team, as a requirement for their Turnaround Schools Grant and in an Executive Coaching role for the Tohono Odham Nation Baboquivari Unified School Districts. Conduct executive searches for school superintendents.

COLLEGE ADMINISTRATIVE EXPERIENCE:

- ACTING PROVOST/EXECUTIVE VICE CHANCELLOR FOR ACADEMIC AFFAIRS, Pima Community College, Tucson, AZ., January-March 2011. Served as the Chief Academic Officer for the College. Directly supervised Vice Provost for Academic Affairs, Associate Vice Chancellor for Student Services, and a Budget Director. Also supervised six Vice Presidents for Student Development and provided academic direction to six Vice Presidents of Instruction. Responsible for academic affairs including faculty and adjunct faculty certification and contracts, program review and development, curriculum review and approval, articulation and transfer agreements with colleges and universities, all student development areas including admissions, financial aid, counseling and advising services, testing and assessment, online course development and faculty professional development. Supervised development of Student Learning Outcomes in accordance with Higher Learning Commission Accreditation Review recommendations.

Worked collaboratively with the Chancellor and Campus Presidents in monitoring and evaluating progress towards meeting the College Plan Goals.

- INTERIM VICE PRESIDENT FOR INSTRUCTION, West Campus, Pima Community College District, Tucson, AZ., 2009-2010. Responsible for college academic programs serving over 13,000 students. Supervised four Deans, Advanced Program Managers, and over 40 Department Chairs in the various academic divisions. Provided support for the College's Accreditation effort and served on the college wide Vice Presidents' of Instruction Council. Led partnership with Administrative Services to analyze and streamline budget including, review of adjunct faculty staffing, faculty load process, faculty vacancies, reducing class sections, enrollment management plan, financial aid process, time sheet employee budgets. Met with all Administrative Services Administrators to identify areas of collaboration. Supervised the Title V, Hispanic Serving Institutions program staff and budget of over \$3,000,000 and approved all expenditures
- VICE PRESIDENT FOR CORPORATE DEVELOPMENT AND RELATIONS, Maricopa Community Colleges Foundation, Tempe, AZ., 2008. Develop corporate partnerships to provide scholarships and additional resources for the ten Maricopa Community Colleges. Worked closely with business and industry to support MCCD scholarship efforts. Served as the lead VP for department strategic planning and organization.
- VICE PRESIDENT FOR DEVELOPMENT AND COMMUNITY RELATIONS, Mesa Community College, Mesa, AZ., 2006-2007. Supervise development initiatives and community relations department at the largest of the ten Maricopa Colleges, serving 27,000 students. Represent the President at community and college events and with the City of Mesa, Mesa Public Schools, United Way, Rotary International. Worked closely with VP team to review fiscal issues and strategies for reducing costs and developing an additional revenue stream for a college serving 27,000 students. Direct College strategic fundraising plan and donor relations plan.
- INTERIM COLLEGE PRESIDENT, Los Angeles Mission College, Los Angeles Community College District, Los Angeles, CA, 2005-2006. Responsible for the operation of a college (Hispanic Serving Institution) serving over 7,000 students. Provided leadership in restructuring the accreditation process and the development of student learning outcomes, promoted shared governance initiatives, developed new enrollment management initiatives, developed budget reduction strategies including audit of all class sections, scheduling course times, student ratios, adjunct and faculty staffing ratios, classroom use schedule, and assignment of load hours. Moved the college forward with a Master Facilities Plan for a \$176,000,000 construction program, and provided immediate and long term solutions for diminishing staff and community tensions.
- PROVOST, Downtown Campus and Extended Programs, Maricopa Community College District, Phoenix, AZ., 2005. Direct report to the Chancellor and responsible for the development of a strategic master educational plan, budget, and master facilities plan for the establishment of a potential collaborative campus to serve the educational needs of the Downtown Phoenix workforce.
- ACTING VICE CHANCELLOR, ASSOCIATE VICE CHANCELLOR FOR HUMAN RESOURCES, Maricopa Community College District, 2001-2005, Tempe, AZ., 2001-2005. Promoted from the position of Executive Assistant/Vice Chancellor for Human Resources, to a senior level executive role with responsibility for a complex and large HR Department serving over 11,500 full and part time employees, and supervising Employee Services, Employee Relations, Compensation and Benefits, Employee Training and Development and the Legal Department. Supervised and directed a comprehensive budget and worked collaboratively with the Vice Chancellor for Business and Finance and other Vice Chancellors in major and complex finance, purchasing and procurement issues as related to staffing, insurance, negotiations, Peoplesoft/SIS implementation costs, classification/compensation study, active retirement program. Chaired the College

Safety CPD team and responsible for representing the Governing Board during Meet and Confer with seven Employee Associations. Reported directly to the Chancellor and served as a member of the Chancellor's Executive Cabinet. Directly responsible for conducting all MCCD Executive searches for the positions of College President, Vice Chancellor, and Chancellor.

K-12 ADMINISTRATIVE EXPERIENCE:

- URBAN SYSTEMIC PROGRAM GRANT DIRECTOR (NSF: National Science Foundation), Phoenix Union High School District, Phoenix, AZ., 2000-2001. Responsible for program development and implementation, development of the budget and monitoring expenditure of over \$1,000,000; and reporting to Program Officers in Washington DC for an NSF Science and Math grant at ten PUHSD High Schools.
- SUPERINTENDENT, Isaac School District, Phoenix AZ., 1995-2000. Provided vision and leadership to institute educational reform and best practices in an urban/multicultural district serving over 8,000 students. Co Principal Investigator for the National Science Foundation \$15,000,000 Urban Systemic Program partnership with the Maricopa Community Colleges and Arizona State University. Co-Chair of the School Finance reform Group, representing 70 low wealth, plaintiff school districts in the Roosevelt VS Bishop school finance lawsuit. Led a successful bond initiative to provide funds for land purchase, technology modernization, renovation and new facilities construction. Provided leadership and oversight of the budget and construction of schools and the management of a total District budget of \$40,000,000.
- ASSISTANT SUPERINTENDENT Personnel/Administrative Services, Isaac School District, Phoenix, Az., 1991-1995. Responsible for all facets of the Human Resources functions, technology and print shop, for 1,000 staff. Chair of the Meet and Confer Team and trained in "Win Win" Negotiations by the Federal Relations Board. Supervised the HR team. Affirmative Action Officer for the district.
- DIRECTOR, Personnel Support Services, Roosevelt School District, Phoenix, AZ., 1990-1991. Responsible for classified personnel, payroll, benefits, and Urban Teacher Corp. Program.
- PRINCIPAL, Roosevelt School District, Phoenix, AZ., 1983-1990/Dysart Unified School District, El Mirage AZ., 1983-1984. Responsible for leading a K-8 (750 students) and K-6 (1,000 students) schools and implementing effective schools strategies to serve the needs of the students.

TEACHING EXPERIENCE:

- ADJUNCT FACULTY, Arizona State University West and Main, 1994, 1999; Northern Arizona University 2003. Have taught COE, College of Education Core Courses, MCE, Graduate level Multicultural Education, and Community College courses.
- BILINGUAL/CHAPTER 1 RESOURCE TEACHER-IMPLEMENTER, Grades K-6, Phoenix Elementary School District 1979-1983. Responsible for providing instruction for identified students and for writing, monitoring, and evaluating Title VII and Title 1 grants, including proposal development, budget monitoring and reporting, training classroom teachers and instructional assistants.
- CLASSROOM TEACHER Grades 7/8, Bilingual Resource Teacher, Roosevelt School District, 1976-1979. Responsible for teaching Language Arts, Social Studies and Remedial Math and served as a Bilingual Resource Teacher.

PROFESSIONAL DEVELOPMENT:

- AZ Leads Leadership Development Seminar Series, 2009-2012
- Coaching Leaders to Attain Student Success/Blended Coaching: CLASS Seminars, AZ LEADS, Arizona State University College of Teacher Education & Leadership, 2010
- TAP: The System for Teacher and Student Advancement, National Institute for Excellence in Teaching, Arizona State University, 2010
- The Fundraising School, University of Indiana, Center for Philanthropy, 2007
- Presidential Fellow, National Community College Hispanic Council, Leadership Training Program, North Carolina State University, 2003
- Harvard Management Institute for New Superintendent's, Harvard University, 1997

BRUCE H. LESLIE, PH.D.

Broomfield, CO

Cell: 210-324-5750 | bhleslie1@gmail.com

42 years of senior executive community college experience, thirty-four as a president, state-system chancellor, and urban system chancellor.

EXPERIENCE

**Chancellor, The Alamo Colleges - San Antonio, TX
1, 2018**

November 2006 – October

\$300 million operating budget, five colleges (the fifth initiated AND constructed under this administration), five regional centers, 5,000 employees, 90,000 credit and non-credit students per semester. Under my leadership, The Alamo Colleges has been awarded the 2018 National Malcolm Baldrige Quality Award for Excellence and received four Quality Texas Awards for Performance Excellence and was recognized by the Aspen Institute as one of the top ten community colleges in the nation. In addition, we have received the National Leader College Recognition from Achieving the Dream, four National Bellwether Awards, six Texas Star Awards, national and state financial and sustainability awards, and numerous local, state and national academic, customer, and marketing recognitions. Recipient of inaugural FranklinCovey “Trim Tab” Award.

- Designed and implemented strategic plan with strategies to address the culture and operating effectiveness of the entire system. Initiated successful, first-time-ever marketing and rebranding program and communications strategies for the District.
- In partnership with the Mayor of San Antonio and Bexar County Judge, designed and implemented SAWORKS, a regional workforce ecosystem to increase preparation of community residents for employer-guided high skilled, high demand, and high wage careers.
- Expanded workforce training with major employers, including Toyota, Rackspace, Caterpillar, Boeing, and Lockheed Martin.
- Cost reduction strategies reduced expenditures by \$300 million since 2010, ensuring continuous AAA Standard and Poor’s AND Aaa Moody’s Ratings, one of only seven community colleges nationally to have achieved this bond rating.
- Effectively managed \$500 million GO Bond construction, including the establishment of Northeast Lakewood College, our newest college completed in 2010, as well as Tobin Lofts student housing, the state’s first Private Public Partnership construction initiative, at San Antonio College. Passed a second \$450 million GO Bond in May 2017.
- Established the Access and Completion Project, composed of eight-county school districts, employers, elected officials, community-based agencies, and universities to ensure appropriate advising from 9th grade through the baccalaureate.
- Developed and implemented “The Alamo Way” policy that integrates the principles of Achieving the Dream, the Baldrige Performance Program, and Covey’s Principle Centered Leadership; the policy has transformed The Alamo Colleges to become one of the top ten college systems in the US.

- Led successful faculty/staff/administrative development of MyMap, a model continuously improving the student experience, AlamoINSTITUTES, our Pathways curriculum design, and AlamoADVISE, our nationally recognized case management student advising model. The three initiatives were designed to systemically increase student success, resulting in a 244% increase in degree awards since 2006.
- Implemented 16 Early College High Schools, Dual Credit programs, and the nationally recognized Alamo Academies.
- Became the largest provider of Dual Credit programs in Texas at 13,000 students in 2017.
- Established international partnerships in Viet Nam, Mexico, India, Columbia, Brazil, China, South Korea, and Japan.

Chancellor, Houston Community College System - Houston, TX 2000 – 2006

\$200 million budget, six colleges, the sixth established during this administration, 5,000 employees, 55,000 students per semester.

- Successfully removed HCC from SACSCOC “Special Notice” and then achieved 10-year reaccreditation.
- Established the system’s sixth college, The John B. Coleman College of Health.
- Dramatically improved HCCS’s image, leading system to first successful general obligation bond election.
- Instructional improvement program resulted in receiving 26 exemplary workforce programs, the largest number ever awarded to a Texas college.
- Implemented the first Early College High School in Texas in partnership with the Houston Independent School District.
- Directed revisions of board policies, administrative procedures, and operations, leading to 51 commendations by the state comptroller as a result of a Texas School Performance Review.
- Led development of Student Success Program, resulting in largest increase in the number of students receiving degrees from any college/university in Texas at that time.
- Established first US accredited College in Viet Nam.
- Established Energy Institute in partnership with Houston energy companies.
- Led HCC to become the largest provider of business contract training and adult basic education in Texas at the time.
- Increased international student enrollments to become the largest community college international student body in the nation.
- Became the second-largest provider of dual credit programs in Texas at that time.
- Led Transformation program focusing on organizational cultural change and performance planning/budgeting.

Chancellor, Connecticut Community-Technical College System - Hartford, CT

1996-1999

\$200 million budget, twelve colleges, 2000 employees

- Implemented statewide strategic planning, distance learning, business/industry training, and foundation programs. Lobbied the legislature to establish a matching endowment program, realizing substantial increases in college funds; obtained the Governor’s support for a \$320

million, state-wide facility and technology development initiative and increased annual legislative funding.

- Built partnerships with state commissioners and business associations, resulting in new multi-million dollar project funding, greater system visibility, and participation in the Governor's statewide economic/workforce development initiatives.
- Served on Governor's commission to establish state industrial cluster program and served on biotech cluster committee.

President, Onondaga Community College - Syracuse, NY

1984-1996

\$40 million budget, 750 employees

- Developed strategic planning/budgeting system that received several national and state awards.
- Increased programs, customers, and funding by 25%.
- Established foundation and raised \$35 million to construct Applied Technology Center.

VP for Administration, External Services and Programs

1979-1984

Prairie State College - Chicago Heights, IL

Administrative Assistant to the President, Olympic College - Bremerton, WA

1976-1979

EDUCATION

Post Graduate Study, IEM Program

Harvard University 1991

Ph.D., the Community College Leadership Program, Higher Education Administration

The University of Texas at Austin 1977

M.A., European Diplomatic and American History

Sam Houston State University 1972

B.A., History

Baldwin-Wallace University 1968

Lt(jg) USNR, USS Pocono (LCC-16), Norfolk, VA

Fulbright Commission, German Study Program

COMMUNITY LEADERSHIP

Current

- President, RC-2020, International Organization of Urban Chancellors
- Director, Texas Quality Foundation
- Director, Greater San Antonio Chamber of Commerce
- Director, The United Way of San Antonio
- Director, Texas Research Park (Research Incubator)
- Co-founder & Director, P-16 Council of Greater Bexar County
- Director, World Affairs Council

Past

- President, Texas Association of Community College Trustees
- Vice President, The Council for Adult and Continuing Education
- Treasurer, The American Society for Training and Development
- Trustee, the American Association of Community Colleges
- Chair, National Science Foundation National Visiting Committees
- Director, Greater Houston Partnership
- Director, Houston Technology Center
- Director, Texas Medical Center

PERSONAL

His wife, Cheryl, and their three children and eight grandchildren and are actively engaged in walking, music, the theatre, fly fishing and community service. Cheryl is an active community volunteer and has contributed substantially to each college and community.

Deborah S. DiThomas

7331 Shelby Place
Rancho Cucamonga, CA 91739
Cell: (951) 961 - 6533
Email: ddithomas5@gmail.com

HIGHLIGHTS OF QUALIFICATIONS:

Over thirty-five years of professional experience in education, educational administration and leadership including supervision of college operations and programs, faculty and staff selection, supervision, planning, program development and evaluation, facilities planning and construction, teaching, staff training, budget preparation, fiscal management, community involvement and fund development.

- Extensive community college leadership experience in developing curriculum, personnel, programs and services to enable student success, ensure equity and provide opportunities to underprepared, nontraditional student populations.
- Skilled in reading, interpreting, and applying relevant California Educational Codes, policies and procedures, rules, and regulations.
- Experience in Emergency Planning for a large multi-college district.

EXPERIENCE:

Consultant, January 2018 to Present

Primary areas of focus have included assisting colleges in their efforts to:

- Conduct CEO Searches (through ACCT),
- Address issues of diversity, equity and inclusion,
- Develop and implement participatory governance policies, procedures, structures, and documentation, and
- Implementation of IEPI focus areas.

IEPI Partnership Resource Team (PRT) Lead, January 2018 to Present

Continued to provide CEO leadership for several Partnership Resource Teams upon request.

Superintendent/President, Barstow Community College District (BCCD), Barstow, CA July 2013 to June 2017

Responsible for District and College Operations including Board Meetings and Trustee relationships.

Through a collaborative and inclusive approach and the contributions of many stakeholders, during the 4-year tenure we were able to achieve tremendous outcomes, including the following:

- Work with faculty, staff, and students to design, develop and implement a Board approved strategic planning and communications process.
- Utilized this process to revise the district strategic priorities and develop the following strategic planning documents:
 - 2015-18 District Strategic Plan (BCCD is a single college district)
 - Comprehensive Master Plan (Vision 2030), which included integrated Educational and Facilities Master Plans
 - Student Equity Plan
 - Student Success and Support Plan
 - Staffing Plan 2015-2018
 - Professional Development Plan, 2014
- Attained full accreditation status (the College was on warning the year prior to my arrival, and the first year of my tenure),

- Established the steering committee and began the work of drafting the 2018-19 Accreditation Self Evaluation,
- Developed relationships and held joint meetings with three feeder K12 District Superintendents to improve articulation and facilitate transition of students from high school to Barstow College,
- Worked with Community, City and K12 District Leaders to develop a “Barstow College Promise” which was subsequently awarded a \$750,000 College Promise Grant,
- Successfully completed two major construction projects--the Performing Arts Center and the Wellness Center--which were 2-years behind schedule and 25% complete when I arrived.
- Designed and built a solar field to produce energy to meet most of the college’s electricity needs.
- Revised Student Government to be leadership focused rather than event planning;
- Implemented a year-long President’s Leadership Academy and led three classes through this program.
- Increased staff and faculty diversity, and
- Increased BCCD participation in local and state organizations and initiatives.

During my tenure at Barstow College, I also served in the following external capacities:

- Served as the Region 9 CEO Representative to the Statewide CEO Board for two years, and to CEO Accreditation Workgroups I and II,
- Chaired a Comprehensive Accreditation Site Visit Team,
- Led a Project Resource Team through the three visits in that process,
- Served as a member of several community groups including Barstow Chamber of Commerce, Barstow Military Affairs Committee, President’s Advisory Council for the BCCD Performing Arts Center, and

Riverside Community College District, Riverside, CA

1991 to June 2013

Interim President, Norco College—July 2011 to June 30, 2012, oversaw all functions of the college including operations, construction, strategic planning, accreditation, community relations, grants and external fundraising. Served as a member of District Executive Cabinet, Member of Greater Corona Valley, Greater Corona Valley Hispanic, Norco, and Eastvale Chambers of Commerce, responsible for fundraising efforts of the college including serving as Norco College team leader for “100 at 100 Invest in Excellence Campaign”, CEO representative for Norco College at local, regional, state and national conferences, and advocate for Norco College 24/7. Highlights of the year as Interim President include: establishment of “President’s Advisory Council” consisting of community and business leaders; established relationships with Mayors and City Councils of the three cities the College serves; implemented joint meetings with Corona/Norco Joint Unified School District to improve articulation and facilitate transition of students from high school to Norco College; successfully completed midterm accreditation report; revised Norco College Strategic Plan and Norco College Technology Plan; implemented difficult budget reductions; and established the steering committee for the 2012-13 Accreditation Self Evaluation.

Student Services Administration—2004 to 2011 and July 1, 2012 - present; Riverside Community College District. Held the following positions:

- Interim Vice Chancellor, Student Services & Operations**
- Associate Vice Chancellor, Student Services & Operations,**
- Vice President, Student Services**

Served as the District CSSO with overall responsibility for the following areas: Admissions and Records, Athletics, Counseling, DSPS, EOP&S, Student Financial Services, Food Services, Health Services, International Students, Job Placement Services, Matriculation, Outreach Services, Student Activities, College Safety and Police. Also responsible for Student Equity Planning and implementation; Strategic Planning; and development and implementation of Student Success Initiatives. Served on District and College curriculum committees, Pre-requisite sub-committee; and Facilitated cut score validation for all placement exams; Provided oversight for the allocation and expenditure of budgets; developed and revised board policies and administrative procedures; and ensured regulatory compliance with local, state and federal mandates. Since returning to the role of Vice President in July, 2012, in addition to the regular duties of the

VPSS, I have served as a member of the State CSSO Board, Co-Chaired Standard 2B for our accreditation self-evaluation, served on the SB1456 MIS & Allocation Workgroup for the State Chancellor's Office, and Co-chaired Norco College's Summer Advantage Program.

Dean of Matriculation —August 1999 to October 2004, Developed, implemented and evaluated all components of Matriculation Program at three campuses across the Riverside Community College District. Supervised and directed work of Matriculation personnel at all three campuses; Ensured a) equitable allocation and appropriate expenditure of Matriculation budget and b) regulation compliance in matters related to Matriculation.

Counselor/Instructor—July 1991 to August 1999, Provided educational counseling services; developed and taught guidance courses; participated on Curriculum Committee; provided leadership in the development and implementation of online counseling; served 2 years as Department Chair.

During my tenure in the Riverside Community College District, I served on the following District/College Committees:

- **District Executive Cabinet**—2008 to 2012
- **District Program Review Committee**—2001 to 2011
- **District Student Equity Team**—Administrative Co-Chair, 2004 to 2011
- **District Emergency Management Team**—2006 to 2011, Administrative Co-Chair, 2006 to 2009
- **Curriculum Committee**—2002 to 2007
- **Prerequisite Committee (PCAL)**—2004 to 2007
- **Standard IIB Accreditation Committee**—Liaison to Norco, Moreno Valley, Riverside campuses 2006, 2009

Yucaipa Joint Unified School District, CA—1974 to 1991, Taught 6th, 7th and 8th grade English, United States History, Social Studies, Physical Education and Technology.

EDUCATION:

Pepperdine University

1999, Doctorate of Education

Educational Technology—Completed innovative program designed to provide relevant skills, knowledge, and values to assume leadership roles and effect change within learning organizations.

Azusa Pacific University

1987, 1990 Master of Arts Degrees

1990 Masters, Educational Counseling—Graduated with honors in graduate program encompassing an advanced study of psychological and socioeconomic factors related to students in higher education.

1987 Masters, Educational Psychology—Graduated with honors in graduate program encompassing an advanced study of psychology as it relates to students.

California State Polytechnic University, Pomona

1973, Bachelor of Science Degree

Major: Physical Education/Minor: English—Also completed Teaching Credential work for Elementary and Secondary Life Credentials.

PROFESSIONAL CERTIFICATIONS/AFFILIATIONS:

- **American Association of Community Colleges**—2009 to Present.
- **California Community College Chief Executive Officers Association** —2011 to 2017.
- **California Community College Chief Student Services Officers** —2002 to 2011; 2012 – 2013; Served on this CSSO Board 2012-13.
- **California Community College Matriculation Professional Association**—2002/2010—Elected President, 2002.
- **Matriculation State Advisory Committee Member**—2004/2007.
- **Matriculation Region IX Representative**—2004/2007; Serve as a program resource to colleges within Region IX and represent regional concerns at Matriculation State Advisory meetings.

COMMITTEE MEMBERSHIP:

- **Served on the Following Statewide Committees:**
 - **CEO Board**
 - **CEO Accreditation Workgroups**
 - **SB1456 Implementation Workgroups**
 - **Statewide Assessment Committee**
 - **Early Assessment Project Advisory Committee**
 - **System Advisory Council on Student Services**
 - **Matriculation Advisory Committee**
 - **Action Planning Group on Assessment**

PUBLICATIONS/PRESENTATIONS:

“Providing Access and Incentive for Student Success by Prioritizing Enrollment in California Community Colleges” Presentation made at the California Community College League Conference, November 2012 (Co-presented with Linda Michalowski, Vice Chancellor of Student Services for the California Community Colleges)

“Ensuring Student Access and Enhancing Student Success; Are Both Possible at the Same Time?” iJournal, May, 2009, Published online: <http://www.ijournalccc.com>

“Basic Skills Initiative” Presentation made at the California Community College League Conference, November 2009, Sacramento, CA

“Student Learning Outcomes in Student Services” Presentation made to the Palomar College Faculty, September 2007, Palomar, CA

“Creating a Culture of Success” Presentation made at the 2007 College Board Forum, October 2007, NY, NY

“Program Review Process” Presentation made to the California Community College Chief Student Services Officers, May 2006, Sacramento, CA

“Online Student Retention” Presentation made at TechEd, March 2006, Pasadena, CA

“Student Equity Planning” Presentation made at the California Community College League Conference, November 2006, Sacramento, CA

“Bridging the Gap for High School Students” Presentation made at the College Board Conference, February 2003, Mesa, AZ

“The Digital Divide” Presentation made at the Chief Student Services Conference, March 2002

Community Service

- **Board Member, Greater Corona Valley Chambers of Commerce**, December, 2011 to Present,
- **Leadership Corona** – Class Member, 2010 to 2011
- **Member of Greater Corona Valley, Corona Hispanic, Eastvale, and Norco, Chambers of Commerce**, 2010 to Present,
- **Riverside Adult School Advisory Board** – Member, 2005 - 08
- **Leadership Riverside** – Class member, 2007-08
- **YWCA** – Board Member, 2008 to Present; Currently serving as **Board President**

- **Janet Goeske Senior Center — Board Member**, 2008 to Present;
- **Calvary Chapel Christian Academy**, School Board Member, 2007 to Present
- **Riverside Health Executive Exchange** – 2008 - 2010

References Available upon request

**Rajen Ramalingum Vurdien, Ph.D., MBA 29 Mariner
Cove
Buena Park, CA 90621**

**Tel: (H)714-521-1583 (Cell) 714-321-
7292**

Email: vurdien@roadrunner.com

Biographical Information

Name: Rajen Ramalingum Vurdien Place
of birth: Port-Louis, Mauritius
Citizenship: USA

Education

Jan. 1998: **MBA**, Long Island University, C.W. Post Campus, NY Jan. 1989:
**Ph.D. (Psychology of Reading with a minor in
Educational Psychology)**, Temple University, Philadelphia, PA Jan. 1987: **M.Ed.**
(Psychology of Reading), Temple University, Philadelphia, PA
Dec. 1979: **Post Graduate Certificate of Education (Teaching of English as a
Foreign Language)**, Mauritius Institute of Education, Réduit, Mauritius
Jun. 1975: **Master of Arts (English)**, University of Upper Brittany, Rennes, France
Jun. 1974: **Bachelor of Arts (Teaching of English)**, University of Upper Brittany, Rennes,
France
Dec. 1970: **University of Cambridge Higher School Certificate**, Royal College,
Curepipe, Mauritius
Dec. 1968: **University of Cambridge School Certificate**, Royal College,
Curepipe, Mauritius

Professional Training

2016-2017: **Wheelhouse Fellow for CC leadership**, UC Davis, Davis, CA Spr.
2016: **Fundraising for Presidents**, Harvard University, Cambridge,
MA
Fall 2013: **Experienced Presidents Seminar**, Harvard University,
Cambridge, MA
Sum. 2013: **AACC Seminar for Presidents**, Baltimore, MD
Spr. 2011: **AACC Workshop for New Presidents**, New Orleans, LA Fall 2010:
CCLC Seminar for New Presidents, Los Angeles, CA Sum. 2002:
Management Development Program, Harvard University,
Cambridge, MA
Sum. 2001: **The Chair Academy**, Dallas, TX

Work Experience

Full-time Positions

Jul. 15 - Feb.19: **Superintendent-President, Pasadena City College, Pasadena, CA**

Jul.10 – Jul. 15: **President, Fullerton College, Fullerton, CA**

Jul.04-Jun. 10: **Vice President for Instruction, Saddleback College, CA**

Aug.03-Jul.04: **Dean, School of Language Arts, Work Experience, Honors, and Study Abroad Programs, Long Beach City College, Long Beach, CA**

Dec. 99-Aug. 03: **Dean, School of Language Arts and Physical Education, Long Beach City College, Long Beach, CA**

Aug. 98-Dec. 99: **Instructor of Reading, Long Beach City College, Long Beach, CA**

Sept. 95-Aug. 98: **Professor of Education, Long Island University, Southampton Campus, Department of Teacher Education, Southampton, NY**

Dec. 89-Dec. 95: **Associate Professor of Education, Director, Graduate Programs in Education, Coordinator of Reading and Literacy Programs, Gwynedd Mercy College, Gwynedd Valley, PA**

Apr. 82- Aug. 85: **United Nations Volunteer, Teacher of English and Speech, Coordinator of UN Language Programs, People's Republic of China**

Adjunct Positions

Aug. 98-Dec. 99: **Adjunct Instructor of Reading and Basic Skills, Cypress College**

**Adjunct Instructor of Reading, Cerritos College
English and basic Skills Instructor, Career Transition Center,
Private Industry Council of Long Beach**

Sep. 85-Dec.95: **Adjunct Faculty, Developmental Reading and Writing,**

School of Education, Temple University, Philadelphia, PA

Sep. 91- Dec. 95: **Instructor of Developmental Reading and Writing, and ESL, Montgomery County Community College, PA**

Jan. 89-Nov. 89: **Educational Director/GED Teacher, GENESIS II, Philadelphia**

**Remedial Reading Teacher, Stratford Friends' School,
Havertown, PA**

**Teacher of English to Speakers of Other Languages,
American Language Academy, Beaver College, PA**

Jun. 80-Aug. 82: **Chairperson, Dept. of English, Lycee La Bourdonnais, Curepipe, Mauritius**

Jan. 80-May 80: **Advisor, Ministry of Education, Republic of the Seychelles**

Sep. 75-Dec.79: **Teacher of English and French, Lycee La Bourdonnais, Mauritius**

Sep. 74-Jul. 75: **Teacher of English, Lycee Agricole des Trois Croix, Rennes, France**

Professional Certification

Certified Reading Specialist, Commonwealth of Pennsylvania Certified Reading Specialist, State of New Jersey
Series 7 – General Securities Representative Series 63 – Uniform Securities Agent

Publications

- A Study of the Relationship between Birth Order and Reading Achievement among Seventh and Eighth Graders, ERIC Document 380 774, 1992
- The Effectiveness of Reading Centers Attached to University Reading Programs, ERIC Document 380 772, 1993
- Schema-Theoretical Model of Reading: Revisited, ERIC Document 380 773, 1994

Professional Membership

Association of California Community College Administrators American Association of Community Colleges
Hispanic Association of Colleges and Universities

Languages

Native Speaker Fluency: *English, French, Creole* **Other Spoken Languages:** *Mandarin Chinese, Tamil* **Working Knowledge:** *Spanish*
For Translation Purposes: *Latin, Classical Greek*

Interests

Chess, Scrabble, Travel, Music, Languages, Jogging, Health Clubs, Exotic Food

JILL A. WAKEFIELD, Ed.D.

**2349 Harbor Ave. SW, #606
Seattle, WA 98126
(206) 234-6752**

EDUCATION

Doctorate Degree Educational Leadership, Seattle University Ed.D. Date: 1993 Dissertation: "Community/Technical Colleges Partnerships in Washington State."

Master's Degree Public Administration/Public Policy, University of Washington, MPA, Date: 1983

Bachelor's Degree Education, Central Washington University, Ellensburg, WA, BA Date: 1974

Associate Degree Centralia College, Centralia, Washington, AA Date: 1972

Institute for Executive Management, Harvard University: 1994

PROFESSIONAL EXPERIENCE

2016 – Present

Consultant, Collaborative Brain Trust

Pathways Coach, Washington State Community Colleges

Search Consultant, ACCT

Work with Board/President Relations

2016-2017, Interim President, Bellevue College

Responsible for leading Washington State's third largest college, serving 33,000 students each year.

2016 Chancellor Emeritus, Seattle Colleges

Consultant, Higher Education

2009 – 2016 Chancellor, Seattle Colleges, Seattle, Washington

Responsible for leading largest two-year community college system in the State of Washington, which provides education and training to more than 45,000 students each year at North, South and Seattle Central Colleges, the Seattle Vocational Institute and six specialized training centers. \$200 million operating budget.

Accomplishments: Led development and implementation of the district's first Educational Master Plan. Led development and implementation of \$50 million Health Education Center at Pacific Tower. Initiated: "Pathways to Completion," a Gates funded grant that resulted in a 20% increase in students reaching college level math in first year and "Pathways to Careers" initiative with City of Seattle to assist low income working adults obtain training leading to family wage jobs. Started "College for Working Adults," a program designed to support completion of adults in community college training programs. Acquired \$400,000 in new funding to implement data analytics to better predict and support student success. Led programs addressing diversity, equity, and inclusion, resulting in ACCT national award for diversity and equity (2014). Led effort

to globalize colleges, build international partnerships, and serve international students. Helped triple the number of BAS programs. Led fundraising effort that has raised over \$20 million from private and public sources to support research-based practices designed to increase student success. Fostered strong partnerships with the City of Seattle, Seattle Public Schools, Seattle Housing Authority, Workforce Development Council, local universities, and numerous businesses and organizations.

1975 – 2008 South Seattle Community College Seattle, Washington

Located in West Seattle, this college of 8,000 students provides technical training, liberal studies, basic education, and continuing education. Over 40% are students of color. The college is recognized for its strong technical programs in which 60% of its students are enrolled and for its close ties with business, industry and labor. The college has become a focal point of the community through a community arboretum, a Chinese Garden, a successful Foundation, and retail outlets located on the campus

2002 – 2008 President, South Seattle Community College Vice Chancellor, Seattle Community Colleges Dimensions: 79 full-time and 225 part-time faculty, 172 administrators and support staff, 8,000 student headcount, 4,000 FTE's, \$18 million operating budget, an 86-acre main campus and an 8-acre branch industrial training center.

Responsible for providing leadership and administrative management to the college including all instructional and contract programs, student services, administrative services and facilities, and to the college Foundation.

Provided District wide administration, leadership and coordination for instruction.

Accomplishments: Initiated first health care programs, focusing on ELL students. Initiated wine studies program. Started BAS Degree in Hospitality Management. Helped transform Georgetown campus from a collection of World War II Quonset huts to state-of-the-industry facilities that serves as the Northwest's largest apprenticeship training facility and addresses industry needs through customized training programs. Led work that resulted in highest completion rate in state for distance learning and highest transition rate from ESL to college programs. Increased financial stability by increasing reserve, changing program mix, and increasing international partnerships. Developed I-BEST model of integrated technical/basic education, which increased completion rates and has been duplicated nationally as a model for increasing student success.

1995 – 2002 Vice President for Instruction, South Seattle Community College

Responsible for providing educational leadership and administrative management for instructional programs and support services including: technical, academic, continuing education, business partnerships, distance learning, library, marketing and technology. Led accreditation and planning efforts.

Budget: \$9,000,000 Faculty: 79 full-time, 200 part-time

Accomplishments: Led planning for library/technology center. Led reorganization of instructional programs. Developed new programs in corrections officer training, telecommunications, IT, webmaster. Reversed enrollment decline to increase of 15% in less than three years, during full employment. Led college-wide strategic planning/accreditation efforts.

Received commendations in 6 major areas and no recommendations. Instituted distance learning. Instituted program review process. Served on contract negotiations team.

1992-1995 Vice President, Educational Services

Provided leadership for institutional effectiveness effort, library, computer services, professional development programs, planning and research, grants and contract, fund development, public relations, legislative relations, community relations, and continuing education programs. Part-time instructor in occupational teacher education and supervision and management.

Accomplishments: Initiated contract training program, which generated \$1,000,000 within three years. Started Career Link program, a nationally recognized program which provides technical training to 16-21 year old high school dropouts. Responsible for technology on campus, including obtaining computers for every faculty and staff, implementation of training, and incorporating distance learning into instruction. As Director of Development, helped SSCC Foundation budget grow from \$60,000 to over \$1,500,000 between 1988 and 1996. Helped lead District \$21 million fundraising campaign.

1986-1992 Assistant to the President

Planned, implemented and directed college grants and contracts, computer services, institutional planning and research, resource development, business and industry relations, public relations and legislative/community relations.

Accomplishments: Developed “inside out” approach to college-wide marketing program that increased enrollment 20% over five years. Helped obtain and direct several state and federal grants – including two Title III grants (\$2,000,000) and Upward Bound Grant (\$1,000,000).

1978-1985 Director of Communications Initiated marketing program that promoted college programs and services to business, media, and the general public. Developed internal communications program, community relations efforts, and fund development initiatives.

1976-1978 Coordinator of Research Developed, conducted and analyzed studies of vocational students and employers to assess programs, determine training needs, and to provide information regarding the need for new program.

1976 Veterans’ Program Coordinator

1974-1976 Olympia Vocational Technical College/Centralia College Program assistant/coordinator in continuing education. Part-time instructor.

OTHER

1986 Washington State University Faculty Member Professional in residence, instructed upper level courses in communications, writing, and public relations.

2000 – 2007 Seattle University Part-time Faculty Member in Higher Education

Northwest Commission on Colleges and Universities, Regional Accreditor, chaired 10 accreditation teams

BOARD LEADERSHIP POSITIONS

Aviation High School Founding Board Member

Council for Adult and Experiential Learning (CAEL) Board 2010 – 2016

Higher Education Research & Development (HERDI) Board member (2010 – 2016)

League for Innovation in the Community College Board Member (2009 – 2016)
South Puget Sound Career Consortium, Founding Board Member
Seattle/King County Economic Development Council, Board Member
Seattle/King County Workforce Development Council Board Member (2009 – 2015)
Port Jobs Board, 2004-2010
Seattle Goodwill Board, 2006-2009
Seattle University Board of Trustees, 2010 – 2016
Seattle/King County United Way Board (2013 – present)

Washington Association of Community College Presidents (WACTC), Chair, 2014

Organizations: National Council for Marketing & Public Relations, National Council for Resource Development (national officer), CASE (Regional board member), American Women in Community Colleges (state officer), White Center Chamber of Commerce, Municipal League, Seattle Chamber of Commerce – Council for Small Business Development, Seattle Community College/Seattle Public Schools Articulation Committee, Executive Peer Group.

PRESENTATIONS/PUBLICATIONS

“Community College Baccalaureate Degrees,” Keynote panelist at spring 2016 League for Innovations Conference. Also presented on the status of BAS degrees at AACCC (2016), ACCT (2015), Statewide Convening’s, and other conferences.

“Washington’s Community College System,” Community Development Roundtable, 2016.

“Pathways to Careers,” presented at local and national conferences on working with City of Seattle to meet training needs of citizens and employers (2013 – 2015)

“Promoting Innovations – Government Policies,” presentation to Educational Testing Service (ETS) at the Addressing Achievement Gaps Symposium, March, 2010

“Increasing Educational Opportunities for Low-Income Adults,” presentation to Community College Working Group, U.S. Dept. of Education, Washington, D.C.,

Served as member of Governor Gregoire’s “WorkFirst Reexamination Workgroup,” 2005.

Testified to Washington State House of Representatives and Senate on “Community College Priorities,” “Integrated Instruction,” “Serving Low-Income Adults,” “Serving Students of Color,” “Puget Sound Industrial Excellence Center,” “I-BEST,” community college budget request, and moving Hat & Boots property to community college system.

“Maritime Training in Puget Sound,” sponsored by City of Seattle, Manufacturing Industrial Council (MIC), 2013.

“Family Wage Jobs in Seattle,” “Meeting workforce needs of Seattle,” “Joint City/College initiatives, Seattle City Council presentations, 2006 – 2016.

“Accreditation, Institutional Effectiveness, and Assessment,” presentations made to local colleges and board of trustees, as well as to representatives of colleges from other states, ranging from Nevada to Minnesota, 2001, 2002, 2003.

*A Diversity Program for Technical Faculty,” scheduled to present at League for Innovation conference, March 2001.

“MTAG: Partnership between SSCC and the Boeing Company,” Common Ground: Exemplary community College and Corporate Partnerships, published by the League for Innovation and National Association of Manufacturers, April 1996.

“Institutional Effectiveness - A Model That Works,” Seattle, Washington, 1995. “Fund Development for Colleges,” Richland, Washington, 1996.

“Building Partnerships for Fundraising,” CASE Conference, San Francisco, California, March 1993.

“Community College/Business Training Partnerships,” Seattle University, 1992.

“Community College Training Partnerships - A Foundation for Fundraising,” National Council for Resource Development, Washington, D.C., 1992.

“An Inside Out Approach to Marketing, Recruitment and Fund Development,” Presented to the American Association of Community Colleges (AACC), the National Council for Resource Development, 1990, and the Seattle Community College Board of Trustees, 1990.

HONORS

Named Seattle Colleges Chancellor Emeritus, 2016.

Named Seattle University Alumni of the Year for Professional Achievement, 2016.

Named Centralia College Alumna of the Year, 2007.

Named one of Seattle Magazine’s Most Influential People of 2012.

Received Pioneer Award from the Community College Bacalaureate Association, 2012.

Honored by Washington State Bacalaureate Association, 2015

National Council for Marketing and Public Relations, “Communicator of the Year,” Leaders for the 80s project, sponsored by the American Association of Women in Community Colleges.

Julie Golder
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EDUCATION

University of Montana School of Law, Missoula, MT
J.D., 2006

University of Central Florida, Orlando, FL
B.A., 1992 (communications) Dean's List

PROFESSIONAL EXPERIENCE

Association of Community College Trustees (ACCT), Washington, DC 9/06 – present
Vice President of Search Services

- Manages all ACCT searches and is the liaison for ACCT Search Consultants.
- Facilitates CEO searches for community colleges throughout the country. Work closely with governing boards, search committees and constituency groups to assess institutional needs for CEO searches.
- Engages in complex project management. Designs college-wide and community-wide communication throughout the search process – from conception to completion.
- Reviews responses to RFP's and RFQ's (prepared 60+ proposals).
- Overall management and preparation of reference reports; manage a 12-member team of highly skilled reference consultants.
- Served as the lead search consultant for 50+ searches including: West Los Angeles College, LACCD, CA, Heartland Community College, IL, Bellevue College, WA, North Idaho College, ID, Ivy Tech Community College – East Central and Richmond, Dodge City Community College, KS and North Hennepin Community College, MN.

United States Senate Finance Committee, Washington, DC Summer 2005
Law Clerk for the Senate Finance Committee.

- Predominantly worked with the trade subcommittee.
- Wrote numerous memorandums relating to trade agreements of the 109th Congress. Memorandum topics included Cuban trade, fast track procedures for free trade agreements, countervailing duties, and trade adjustment assistance retraining programs.

KOPB-TV, Channel 10, Portland, OR 11/98-6/03
Director

- Director and technical director for local public affairs show *Seven Days*.
- Director and technical director for pledge drives, including interludes for *Rick Steves' Europe through the Back Door*, aired on 40+ PBS stations throughout the country.