



**BOARD OF TRUSTEES  
COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE**

**REQUEST FOR PROPOSALS  
FOR AN EXECUTIVE SEARCH FIRM**

**October 28, 2020**

**November 12, 2020—Revisions on Page 1 in Red Text**

**Key RFP Dates:**

|                                      |                                    |
|--------------------------------------|------------------------------------|
| Issue Request for Proposals:         | November 2, 2020                   |
| Final Date for Receipt of Questions: | November 12, 2020                  |
| Responses to Questions:              | November 16, 2020                  |
| Proposal Due Date:                   | November 20, 2021 (by 2:00 PM EDT) |

**NOTICE OF REQUEST FOR PROPOSALS FROM EXECUTIVE SEARCH FIRMS**

The Board of Trustees for the Community College System of New Hampshire (CCSNH) invites Executive Search Firms to submit a proposal for a System Office Chancellor Search. Firms that are invited to participate in this RFP are encouraged to promptly respond with any questions by November 12, 2020.

***Proposals must be submitted no later than 2:00 p.m. (Eastern Daylight Time) on November 20, 2020. Any proposal received after the date and time stated will be returned and will not be considered. Proposals may be submitted by mail or email.***

**Mail proposals to:**

Attention: Monica Bradley, Interim CHRO  
Community College System of New Hampshire  
26 College Drive  
Concord, NH 03301

**Email proposals to:**

[mbradley@ccsnh.edu](mailto:mbradley@ccsnh.edu)

The RFP contains specific protocols relating to discussion and other communications regarding this RFP. Any violations of these provisions may result in immediate disqualification of a firm's Proposal.

Questions pertaining to this Request for Proposal (RFP) must be communicated in writing and be received via email to [mbradley@ccsnh.edu](mailto:mbradley@ccsnh.edu) no later than November 12, 2020. Questions and answers will be posted on <https://www.ccsnh.edu/about-ccsnh/bidding-rfp/>.

## **1. PROFILE OF THE COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE (CCSNH)**

The Community College System of New Hampshire (CCSNH) is a public system of higher education established by RSA 188-F for the purpose of providing a well-coordinated system of public community colleges and is comprised of seven component colleges, each independently accredited by the New England Commission of Higher Education (NECHE). CCSNH serves over 26,000 learners annually and 95% of CCSNH students are New Hampshire residents.

CCSNH is governed by a board of trustees. The chancellor and the 7 college presidents serve as ex officio members of the board. The chancellor, who serves at the pleasure of the board, serves as the chief executive officer of the community college system, as the community college system's primary liaison with the legislature and other elements of state government, and as chief spokesperson for the community college system. Each president reports to the chancellor and serves as chief academic and administrative officer of his or her institution and has delegated authority and responsibility for the general administration and supervision of all operations of that college.

CCSNH is a single employer and has three certified bargaining units. Staff and adjunct faculty are each represented by the State Employees' Association of New Hampshire, Inc., SEIU Local 1984 (SEA); and full-time faculty are represented by the New Hampshire Higher Education Union (NHHEU)/IBEW 2320.

CCSNH provides affordable, accessible education and training that aligns with the needs of the State's businesses and communities, delivered through an innovative, efficient, and collaborative system of colleges. CCSNH is dedicated to the educational, professional, and personal success of each student, a skilled workforce for our State's businesses, and a strong New Hampshire economy.

## **2. PROJECT GOALS AND TIMELINES**

The project goal is for the Board of Trustees to contract with an Executive Search Firm for the recruitment and selection of qualified candidates for the position of Chancellor for the Community College System of New Hampshire (CCSNH). Due to COVID-19 restrictions, the successful vendor must be able to virtually deliver on the project goals and timelines. The project deliverables include but are not limited to the following components: (1) Organization of the Search Process (2) Institutional Needs Analysis (3) Recruitment of the Candidate Pool (4) Candidate Evaluation and Selection (5) Candidate Vetting and Interviews (6) Appointment and Facilitation (7) Additional Work - Optional.

**The Board of Trustees of CCSNH expects the project to be completed within 8 months.**

## **3. CONTENTS OF PROPOSALS AND PROJECT DELIVERABLES**

The Board of Trustees for the Community College System of New Hampshire (CCSNH) is soliciting proposals from reputable Executive Search Firms to establish a contract to assist CCSNH's governing body, The Board of Trustees (BOT), in selecting a Chancellor for the system. The successful firm will be awarded a contract in accordance with Board Policies and will work with the Boards Search Committee and CCSNH Support Staff in selection of the Chancellor.

### **3.1 ORGANIZATION OF THE SEARCH PROCESS:**

3.1.1 Assistance in reaching concurrence on the Board of Trustees behalf regarding needs and characteristics needed for the Chancellor's position at CCSNH.

3.1.2 Provide guidance in the organization and monitoring of the search process, including refinement of the position advertisement.

3.1.3 Facilitate listening sessions with members of the Board of Trustees, Senior Leadership Team, and key stakeholders to gain an understanding of the institution's history and culture, structure and operations, and strategic direction.

3.1.4 Identify and develop roles and responsibilities for all phases of the search process.

3.1.5 Assist in the development of a communications plan for the search.

3.1.6 Provide regular progress reports to Search Committee.

### **3.2 INSTITUTIONAL NEEDS ANALYSIS:**

3.2.1. Evaluate the competitive strengths/weaknesses of the national market for the position opening.

3.2.2 Identify key opportunities and challenges that the institution faces, and the type of leadership needed to fill the position.

3.2.3 Assistance in outlining the conditions of employment.

- a. Develop written information about the position and the institution, including a position profile that identifies the basic responsibilities, reporting relationships, desirable experience and professional characteristics required of candidates.

3.2.4 Conduct any offer contingent reference, background, and other pre-employment checks.

### **3.3 RECRUITMENT OF CANDIDATE POOL:**

3.3.1 Develop a strategy for implementing recruitment (including submission and name of various publications, both hard copy and electronic format, in which the positions will be advertised), and identifying potential contacts through personal outreach.

3.3.2 Emphasis on Diversity in recruitment

- a. Provide an advertising plan that reaches a national audience and is Title VII compliant.
- b. Employ creative strategies, research techniques, and a variety of channels to identify and recruit a robust candidate pool.

### **3.4 CANDIDATE EVALUATION AND SELECTION:**

3.4.1 Collaborate with Search committee and key personnel in the evaluation and identification of finalists.

3.4.2 In coordination with the Search Committee, screens/reviews resumes for background and qualifications followed by telephone, Zoom or in-person interview as needed.

- a. Prepare written summary of candidates for the position with the most promising qualifications.

### **3.5 CANDIDATE VETTING AND INTERVIEWS:**

3.5.1 Facilitate semifinalists/finalist interviews with the Search Committee, video conferencing or in person.

3.5.2 In-depth reference checks with individuals who are or have been in the position to evaluate the candidates' performance on the job.

3.5.3 Debriefing the search committee following interviews and identify additional candidates if necessary.

### **3.6 APPOINTMENT AND FACILITATION:**

3.6.1 Notify candidates that were not selected.

3.6.2 Assist the search committee in structuring the job offer, and employment package, and relocation if necessary.

3.6.3 Reinitiate additional executive searches, at no fee to the college, if successful candidate leaves (via resignation or termination with or without cause) the employment of the system within one year of placement.

3.6.4 The search committee and the selected vendor will be required to keep all information about candidates confidential unless otherwise required by law.

### **3.7 ADDITIONAL WORK**

3.7.1 Should additional work be required which is beyond the scope of this RFP but related to the overall contract, the vendor will be requested to submit a written proposal and upon approval, an approved purchase order requisition must be issued to authorize the work.

**The selected firm will also be expected to meet the following requirements.**

**Compliance with State and Federal Laws and Equal Opportunity:** In connection with the performance of this RFQ and the contract, the firm shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the firm, including, but not limited to, civil rights and equal opportunity laws. This may include the requirement to use auxiliary aids and services to ensure that persons with communication disabilities, including visions, hearing and speech, can communicate with, receive information from, and convey information to the firm. In addition, the Contractor shall follow all applicable copyright laws.

In connection with this RFQ and the contract, firms shall not discriminate against any employee or applicant for employment because of race, color, religion, national origin, age, sex, disability, gender identity and expression, genetic information, veteran status, sexual orientation, or marital status and will take affirmative action to prevent such discrimination.

**Insurance and Workers' Compensation:** The firm shall provide evidence of capability to obtain and maintain in force, at its sole expense, comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate and proof of workers' compensation coverage described in N.H. RSA chapter 281-A.

**Certificate of Good Standing:** The firm shall provide affirmation from the New Hampshire Department of State that the firm has filed all required annual reports, paid all fees, has no dissolution in process, and has a legal existence. For more information, contact the Department of State at (603) 271-3242.

## **4. FORMAT FOR THE PROPOSALS**

In responding to this RFP, please provide all the information requested and tabbed as follows:

### **4.1 ORGANIZATIONAL SUPPORT AND EXPERIENCE**

This section shall contain all pertinent information relating to bidder's organization, personnel and experience that would substantiate the firm's qualifications and capabilities to perform the service required by the scope of this RFP. Please provide all the information requested, and tabbed as follows:

4.2.1 Provide the firm name, address and the names, contact information (addresses, telephone and facsimile numbers and e-mail addresses), relevant experience and proposed roles of those individuals who will be directly responsible for serving on the project on a day-to-day basis.

4.2.2 Provide a brief history of your firm, specifically discussing your firm's experience with higher education Executive Placement.

4.2.3 Provide a minimum of five references from higher education institutions, include current and/or past clients and discuss the services you have provided or are currently providing to them.

4.2.4 Describe any pending, concluded or threatened litigation, administrative proceedings or federal or state investigations or audits, subpoenas or other information requests of or involving your firm or owners, principals or employees of your firm for the past five (5) years. Describe the nature and status of the matter and the resolution, if concluded. List any sanctions or penalties brought against your firm or any of its personnel (including suspension or debarment) imposed on your firm or any of its personnel by any regulatory or licensing agencies. Please include a description of the reasons for the sanction or penalties and whether such sanctions or penalties are subject to appeal. Please describe any potential conflict that may affect your service to the Board of Trustees for the Community College System of New Hampshire.

4.2.5 Describe your firm's policy relative to the prohibition of discriminatory employment practices.

4.2.6 Provide all information as detailed in Section 5. Financial Proposal of this RFP.

4.2.7 Provide all Forms and Attachments as detailed in Section 5.1.3 of this RFP.

4.2.8 Oral Presentation - Agencies who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to representatives of the Board and Search Committee. This will provide an opportunity for the agency to clarify or elaborate on the proposal but in no way change the bidder's original proposal.

## **5. FINANCIAL PROPOSAL**

In addition to conducting technical evaluations of proposals, cost evaluations will be performed with reference to the following criteria:

5.1 Proposals are to provide fees in two different formats:

5.1.1 An all-inclusive lump sum fee.

5.1.2 A fee schedule by classification for services. Also, identify any out-of-pocket expenses that would be billed separately.

5.1.3 Provide a Project Timeline for the Goals and Deliverables as identified in Sections 2 and 3.

## **6. DESCRIPTION OF PROCUREMENT PROCESS**

The RFP Technical Review Committee will score the technical and finance portions of the proposals based on criteria established in this RFP and use these scores for the calculation of "best value." The Board of Trustees for CCSNH, in its sole discretion, reserves the right, among other things, to suspend, modify, or terminate this procurement at any time.

## **7. RFP EVALUATION AND SCORING PROCESS**

CCSNH will evaluate the RFPs based on the rating and scoring information outlined below. The proposals submitted by each responding firm will be evaluated by the RFP technical review committee in accordance with the initial responsiveness review and the scored categories.

The technical review committee will initially review each RFP on a pass/fail basis for (1) the responsiveness to the requirements set forth in the RFP, (2) conformance to the RFP instructions regarding organization and format, and (3) minor informalities, irregularities, and apparent clerical mistakes which are unrelated to the substantive content of the proposal. The BOT may allow certain deficiencies in the proposals relating to the above factors to be corrected but shall have no obligation to do so. Firms shall correct the deficiencies in the timeframe set forth by CCSNH or risk being excluded from further consideration. CCSNH may also exclude from consideration any RFP that contains a material misrepresentation.

Each responsive RFP passing all “pass/fail” qualification requirements set forth above will be evaluated and scored by the RFP technical review committee according to the following criteria:

| <b>RFP EVALUATION CATEGORIES</b>  | <b>MAXIMUM POINTS</b> |
|---|-----------------------|
| <b>1. Technical Proposal 150 Total Points</b>   |                       |
| a. Firm Experience and Qualifications   | 25                    |
| b. Organizational Capacity and Staffing Plan  | 25                    |
| c. Describe Approach and Work Plan  | 30                    |
| d. Demonstrates experience and understanding of Higher Education Executive Search process | 30                    |
| e. Service Design and Deliverables  | 40                    |
|   |                       |
| <b>2. Financial Proposal 75 Total Points</b>  |                       |
| a. Provide Total Cost   | 25                    |
| b. Costs per additional support/time on an as needed basis                                | 25                    |
| c. Explain Cost Structure   | 25                    |
|   |                       |
| <b>TOTAL POINTS:</b>  | <b>225</b>            |

Once scoring of all proposals has concluded, the RFP technical review committee will rank the proposals from highest to lowest scores. CCSNH’s Board of Trustees intends to award the contract to the firm that represents the “best- value.” If only one firm responds to the RFP, the BOT may re-advertise or cancel the project as it deems necessary.

**8. CONTRACT AWARD**

It is the intent of CCSNH’s Board of Trustees to negotiate and enter into a written agreement with the selected firm. CCSNH’s BOT standard form agreement for services (sample provided in addendum) will be used for any resulting agreement with selected firm.

## **9. NOTIFICATION OF AWARD**

Upon completion of the RFP proposals evaluation and scoring process, CCSNH will notify each firm in writing whether it has been selected for award. The firm selected will be posted on the CCSNH website:

<https://www.ccsnh.edu/about-ccsnh/bidding-rfp/>.

## **10. PUBLIC DISCLOSURE**

The content of responses to this RFP must remain confidential until the contract is awarded. Once the contract is awarded, the content of each proposal and addenda thereto will become public information. Any information submitted as part of a Proposal in response to this RFP may be subject to public disclosure under RSA 91-A. In addition, any contract entered into as a result of this RFP may be subject to public disclosure under RSA 91-A. Accordingly, business financial information and proprietary information such as trade secrets, business and financials models and forecasts, and proprietary formulas may be exempt from public disclosure under RSA 91-A:5, IV.

Insofar as a proposer seeks to maintain the confidentiality of its confidential commercial, financial or personnel information, the proposer must clearly identify in writing the information it claims to be confidential and explain the reasons such information should be considered confidential. This must be done by separate letter identifying by page number and proposal section the specific information the vendor claims to be exempt from public disclosure pursuant to RSA 91-A:5. The Proposer is strongly encouraged to provide a redacted copy of their proposal.

Each proposer acknowledges that CCSNH is subject to the Right-to-Know Law New Hampshire RSA Chapter 91A. CCSNH shall maintain the confidentiality of the identified confidential information insofar as it is consistent with applicable laws or regulations, including but not limited to New Hampshire RSA Chapter 91-A. In the event CCSNH receives a request for the information identified by a proposer as confidential, CCSNH shall notify the proposer and specify the date CCSNH intends to release the requested information. Any effort to prohibit or enjoin the release of the information shall be the proposer's responsibility and at the proposer's sole expense. If the proposer fails to obtain a court order enjoining the disclosure, CCSNH may release the information on the date specified in its notice to the proposer without incurring any liability to the proposer.