



EXECUTIVE SEARCH FIRM SERVICES:
President
Northwest Florida State College



BUFFKIN / BAKER
Recruiting Leaders. Impacting Organizations.

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Ken Carrick, Partner | ken@buffkinbaker.com
www.buffkinbaker.com

April 26, 2024

Whitney Rutherford
General Council
Northwest Florida State College

Re: Executive Search Services, President

Dear Ms. Rutherford,

Thank you for considering our proposal and for the opportunity to share our experience regarding the search for a new president at Northwest Florida State College (NWFSC). We understand that the appointment of a president is one of the Board's most important responsibilities, and we are ready to collaborate with you to ensure a successful process and outcome.

Buffkin / Baker offers an extraordinary record of performance in serving public universities on a national level. Given our record of success in conducting similar searches and in partnering with search committees and boards of similar institutions, we are well positioned to support you in efforts to recruit the very best talent to Florida.

Public institutions play a critical role in providing accessible and affordable education; promoting workforce and economic development; fostering excellence and a spirit of service; and preparing students to contribute to the state and society. With that responsibility and the increasing pressures facing public universities, there has never been a more critical time for innovative and transformational leadership. We have a strong understanding of this changing landscape and will help you identify candidates who bring unique strategies to ensure your institution's success.

Our diverse Partner team brings more than 75 years of combined experience in executive search, having completed more than 900 searches. Our client service and approach to search is second to none as we have honed and streamlined our process over years of search execution. We offer a best-in-class process, but we also listen to you and tailor our approach to your needs. Your search will be led by the partners you meet and engage at the outset. It is not our practice to delegate the project to a junior associate as is the practice with many firms. We provide the technology, resources, researchers, and administrative support, all of which will ensure your search is executed flawlessly and to a successful outcome. This service and strategic approach have led to our 99% completion rate, which is one of the highest in the industry.

We would welcome a conversation with you to share more about Buffkin / Baker, our experience, and successful presidential searches. It would be a pleasure to serve the search committee, the Board, and NWFSC on this important search.

Sincerely,

A handwritten signature in black ink, appearing to read "Ann Yates", written in a cursive style.

Ann Yates, Partner

Below are our responses to the information required in the Request for Executive Search Firm Qualifications and Proposals issued April 18, 2024.

1. Firm name, location, and representative (including name, title, phone number, and email address)

Buffkin / Baker
Ann Yates, Partner
ann@buffkinbaker.com
Work: 202-931-7177 | Cell: 612-222-6571

2. Years in Business

Established in 1999 in Nashville, TN, Buffkin and Associates, LLC (DBA: Buffkin / Baker) is a partner-led retained, executive search firm with a high touch, tailored search process based on sector expertise. Our team of 30 have extensive backgrounds in retained executive search, collectively bringing over 200 years of related experience. Buffkin / Baker has offices in Boston, Charlotte, Dallas, Los Angeles, Nashville, New York, St. Simons Island, Washington, DC, and Winston-Salem. The firm has 10 partners nationwide. The professional staff of the firm has conducted over 2,000 searches for a diverse group of academic, non-profit, and corporate clientele. At Buffkin / Baker, we believe in creating an environment where all people are valued, included, and empowered. We are committed to providing our clients with a diverse slate of candidates who will be successful in helping to create an inclusive culture where all forms of diversity bring value to the institution or organization.

Buffkin / Baker's Higher Education practice is one of the most prominent in the country, having conducted over 900 searches for clients that include leading COPLAC institutions, public and private colleges and universities, research universities, AAU institutions, regional comprehensive institutions, minority-serving institutions, community colleges, health science centers, and athletic conferences. With team members in NC, TN, VA, and MA, the higher education team at Buffkin / Baker is a dedicated group of full-time search professionals who have collectively over 130 years of executive search experience, but whose experience is much broader than serving a single market/sector or functional discipline. Therefore, we bring a much more strategic and open-minded perspective to our searches. We are keen on understanding our client's needs and objectives, and helping them to recruit the best leadership talent, not just the best talent readily available.

While our higher education practice includes a distinct public and private education sector focus, we have also conducted searches for governmental entities and non-education nonprofit organizations. All these searches allow us to serve, and partner closely with elected or appointed boards and/or committees.

Buffkin / Baker is a member of the Association of Executive Search and Leadership Consultants (AESC), a select group of approximately 250 national/international search firms. We adhere to the ethical principles set forth in its "Code of Professional Practice."

Buffkin / Baker is also a member of Panorama, a global community of over 400 leadership experts working together to promote a diverse perspective of leadership, embracing creative thinking, and sharing our expertise and experience to bring our clients the very best results. With 42 offices, and multi-sector expertise across the globe, through Panorama we can offer our clients the advantage of a global team of colleagues with a commitment to excellence and service. Our global presence and reach provide coverage across key higher education markets, including Australia, Europe, and the Far East.

Our firm also has significant experience conducting C-Suite and other executive-level searches outside of higher education. Our additional practice areas include healthcare, digital transformation, technology, media & telecom, and non-profit. Our clients include respected Fortune 500 companies, private equity firms, non-profit organizations, public sector entities, and start-ups.

3. Confirmation of Presidential Search Services Offered

We have the capacity and availability to conduct this search and are prepared to begin as soon as possible.

We are committed to the principles that have always been the hallmark of our practice: safeguarding the integrity of a thorough search process, conducting proactive searches to engage and develop diverse pools of candidates, honoring the trust that our clients place in us, treating every prospective candidate fairly, and adhering to the highest ethical standards.

Our dedicated Higher Education team collectively brings over 95 years of search experience. We are relationship vs. transaction-oriented, therefore we have a strong advisory and leadership evaluation component to our services. We employ professionals whose primary occupation is search consulting. Therefore, our core competency is providing executive search expertise. We do not rely on boilerplate tools and resources for determining candidates for a search; we conduct original research and do not just rely on database searches and public advertisements. We recognize the uniqueness of each client and each search and therefore personalize our approach to our client's need(s).

Our team delivers outstanding outcomes for clients through professional candidate interactions and exceptional search execution. We have made a conscious effort to be a firm that provides a boutique-driven service, backed by search professionals with institutional experience. While other firms may rely on developing a massive scale, we pride ourselves on maintaining a size that lends itself to agility, creativity, responsiveness, integrity, and a commitment to exceptional execution.

4. Evidence and Explanation of Presidential Search Experience

Buffkin / Baker's Higher Education practice has conducted more than 90 presidential searches for a wide range of clients, some of whom are listed below. This list provides a sample of President and Chancellor searches that our consultants have conducted over the last ten years, as well as those searches leading to the appointment of the incumbent.

- Abraham Baldwin Agricultural College, President
- Appalachian State University, Chancellor
- Augusta University, President (current)
- Augustana University, President
- Belmont Abbey College, President
- Belmont University, President
- Black Hills State University, President
- Campbellsville University, President
- Chowan University, President
- Christopher Newport University, President
- Coastal Carolina University, President
- Coker College (now University), President
- College of Coastal Georgia, President
- College of William and Mary, President
- Columbus State University, President
- Converse University, President
- Council for the Accreditation of Educator Preparation (CAEP), President and Chief Executive Officer
- Dakota State University, President
- Dalton State College, President
- Fairmont State University, President
- Fort Lewis College, President
- Gardner Webb University, President
- Georgia Southern University, President
- Georgia Southwestern University, President
- Goldey-Beacom College, President
- Johnson & Wales University, President, Charlotte Campus
- Kennesaw State University, President
- Lander University, President
- Lebanon Valley College, President
- Lees-McRae College, President
- Marquette University, President
- Mississippi State University, President
- North Carolina Community College System, President
- North Carolina State University, Chancellor
- Northern State University, President
- Northwood University, President
- Oklahoma State System of Higher Education, Chancellor
- Oklahoma State University, President
- Otterbein University, President
- Salem Academy and College, President
- Salem State University, President
- South Dakota State University, President
- Spartanburg Methodist College, President
- St. Bonaventure University, President
- SUNY, College of Environmental Sciences and Forestry, President
- The University of Mississippi, Chancellor
- University of Lynchburg, President
- University of Maine at Augusta President
- University of Mary Washington, President
- University of Minnesota Morris, Chancellor
- University of North Carolina School of the Arts, Chancellor
- University of North Carolina Wilmington, Chancellor
- University of Toledo, President
- University of West Georgia, President
- Walsh College, President
- Warren Wilson College, President
- Western Carolina University, Chancellor

5. Quoted Cost to Perform Presidential Search

For our comprehensive search and recruitment services as described below, our fixed professional fee will be \$79,000.

Our professional fee will be invoiced in three installments as follows:

- The initial retainer invoice (\$26,333) will be submitted upon the execution of the contract and commencement of search process activities.
- The second retainer (\$26,333) will be invoiced upon the presentation of candidates.
- The third retainer (\$26, 334) will be invoiced when finalists are invited to interview.

We will waive our one-time administrative fee (normally 5% of the professional fee).

All fee invoices will be due within 30 days of the invoice date.

Placement Guarantee: If the placed candidate is terminated for cause (defined as gross negligence or willful malfeasance) or leaves of their own accord within 365 days of their start date, we will offer a replacement candidate without any additional fee. We will initiate this replacement search after receiving written notice of the termination of the hired candidate and the reason for such termination. There are two exceptions to this guarantee: 1) the use of illegal or unethical business practices, that are not associated with the placed candidate, on the part of the NWFSC making it impossible for the individual to stay; or 2) material changes in the individual's job responsibilities that are unrelated to her/his performance.

Our Commitment: We will partner with NWFSC until the search has successfully concluded with the selection of a candidate. If, by some slight chance the prudent, diligent, and good faith efforts on the part of Buffkin / Baker and the NWFSC do not result in the successful acceptance of an offer, we continue searching until the position is filled.

Expenses: For retained searches, it is standard industry practice for out-of-pocket expenses to be billed separately from, and in addition to, the professional fee. Buffkin / Baker will comply with the NWFSC expense policies and procedures.

Expenses for a search fall into two categories:

1) Expenses incurred and controlled by Buffkin / Baker: Expenses in this category generally include advertising, travel to meet with the client, and travel/meals for the consultant to interview candidates (if any), Other than for visits to client locations, travel expenses are usually limited given the reliability and robustness of video technology.

On each search, we make every prudent attempt to minimize out-of-pocket expenses without compromising the quality service that we are known for providing.

2) Expenses controlled entirely by the client: These expenses are normal expenses for a search and will occur regardless of any Buffkin / Baker activities. These expenses can be broken down into three subcategories.

a. *Advertising and posting expenses.* Buffkin / Baker will post the position on our website and LinkedIn page.

We will make recommendations to NWFSC of potential advertising publications for postings. Paid postings can be placed by Buffkin / Baker or by NWFSC based on the College's preference. If there is an existing account, NWFSC may get a lower cost by managing the posting. If Buffkin / Baker manages the posting, the exact cost is billed to NWFSC as a reimbursable expense.

- b. *Expenses for client/candidate interviews.* These expenses are directly related to the number of rounds of interviews the NWFSC chooses to conduct, the number of candidates interviewed per round, and the travel logistics (if any) necessary for the candidates to interview (airfare, hotel, etc.). Other possible expenses in this category include Search Committee expenses related to the interviews (i.e., meals, travel, if necessary, etc.). Since Buffkin / Baker does not control Search Committee decisions regarding the number and location (if in-person) of candidate interviews, it is difficult to estimate with reasonable accuracy the total of these expenses. Appropriate use of technology can help to control these expenses.
- c. *Background Checks* (additional standard checks not included in the search or administrative fees quoted above): Actual total cost varies based on the individual circumstances of each candidate and the number of candidates the client chooses for these background checks. The client is billed for the exact cost of the background checks, which may vary from approximately \$200 - \$250 per candidate. The background check package includes MVR, degree verification, employment verification, SSN, County Criminal, Federal Criminal, Nationwide Criminal, Statewide Criminal, Sex Offender Registry, and Credit History. Social media checks can be included as well, and the cost for these checks may vary from approximately \$50 - \$100 per candidate. Most of our clients choose to run these background checks for the final, or finalists, candidate(s) only. Some clients prefer to use their own, well-established, background check process. Other clients, especially public sector clients, may be required by statute to use a state agency, or other provider, for these checks. We are flexible to meet our clients' needs/requirements as it relates to the appropriate background checks. Please note that reference checking on candidates is a service included in the professional fee.

All expenses described in categories 2a, 2b, and 2c are controlled by NWFSC and are normal search expenses. Although we do not control these expenditures, as a convenience to NWFSC, we will make all logistical arrangements for these types of expenses. We will also assume payment for all expenses, which we will consolidate into itemized invoices. Consequently, NWFSC will pay one vendor (Buffkin / Baker) for expenses, and we will facilitate candidate reimbursement. If NWFSC prefers to manage the client-controlled expenses, Buffkin / Baker will not need to provide this service.

6. Timeline to Perform Presidential Search

Our goal is to conduct every search as thoroughly, efficiently, effectively, and as fast as possible without sacrificing the quality of service that we are known for providing. The entire Buffkin / Baker higher education search team will give their best efforts to provide NWFSC with a group of exceptional candidates. Once we understand more about NWFSC’s needs, we will collaborate with the Search Committee on developing a more refined timeline that provides maximum opportunities to develop the most qualified group of candidates. Below is the approximate timing for the search activities. Please note that, in practice, some of these activities will overlap periods. We have the flexibility to reasonably customize this timeline to fit the needs of NWFSC.

Month One Planning and Preparation	Months Two, Three, and Four Recruitment of Candidates
<ul style="list-style-type: none"> • Consultants visit NWFSC to meet with the search committee, the Board, faculty, staff, students, administration, and other stakeholders. • Position profile is written, submitted, and approved by the search committee. Develop search strategy, communication strategy, and finalize the timeline. • Research to build a diverse pool of qualified potential candidates. 	<ul style="list-style-type: none"> • Contact prospective candidates as well as network with those individuals in positions to act as sources of information. • Develop a diverse pool of highly qualified candidates who are the right fit for NWFSC. • Consultants screen candidates through in-depth telephone and/or personal interviews.
Month Five Candidate Review and Interviews	Month Six Finalists Interviews/Visits and Successful Completion of Search
<ul style="list-style-type: none"> • Consultants meet with the search committee to review candidate materials. Search committee narrows down the list of candidates to a group of semifinalists. • Consultants work with search committee to develop interview screening instrument. • Consultants work with the search committee to develop a list of questions for first round interviews. • Search committee conducts first round of interviews with selected group of semifinalists. Buffkin / Baker will coordinate the logistics for committee members and candidates. • Search committee meets to narrow down lists of candidates to a smaller group of finalists. 	<ul style="list-style-type: none"> • Formal background checks and final references are conducted. • Finalists visit NWFSC. • Finalists meet with the Board • Offer is made to selected candidate. • Successful conclusion of search.

7. Proposed Process to Perform Presidential Search

Our comprehensive search process is described below. On every search we conduct, one of our goals is to identify and recruit the most qualified leader(s). Therefore, *since each search is unique, we do not rely on boilerplate tools and resources for determining candidates for a search.* We provide a personalized, high-touch, high-quality, professional service, so we pride ourselves on being *accessible advisors* to our clients. We can also tailor this process to meet the specific needs of NWFSC.

Define objectives and specifications:

- **Understand the opportunities, challenges, and goals.** The cornerstone of any successful search is getting a deep understanding of the institution, its culture, and the challenges and opportunities. It is important we meet with the appropriate constituents and stakeholders of NWFSC to get an accurate and detailed picture of NWFSC from a historical, current, and forward-looking perspective. We must have a clear understanding of your needs and requirements to represent the institution and market the search.
- **Develop relationships with the Search Committee and the Board.** Developing rapport with the search committee through regular, open, and transparent communication is instrumental to the success of the search and we pride ourselves on providing a relationship-based, advisory service, thereby bringing our expertise and experience(s) to the table to assist in this important endeavor. We prefer to be active advisors, partnering with the search committee and the Board to work on behalf of NWFSC to ensure that the search process is thorough, effective, and efficient, which results in the search committee and Board hiring their candidate of choice. We are in regular communication with the search committee, and we participate, unless otherwise requested not to, in every substantive meeting regarding the search. We work closely with the search committee in all phases of the search including scheduling all required meetings, developing candidate evaluation forms, interview questions and interview evaluation forms, as well as mapping out schedules for campus visits with finalists.
- **Develop a position specification.** We will use the information gleaned from our due diligence to develop a detailed leadership profile/position description to be approved by NWFSC. This custom-tailored position description will present a compelling profile of the role and the talents, experience, and personal and professional characteristics required for the successful candidate.

Identify and assess candidates:

- **Original research and candidate identification.** We begin every search with original research. Even though we have been in contact with thousands of individuals over the years and maintain an extensive database, we insist upon current, creative research early in an engagement to guarantee that we have current, thorough, and deep information regarding the position for which we are recruiting. *Therefore, we utilize both passive and proactive sourcing techniques.* For passive sourcing, we utilize appropriate website postings. However, proactive sourcing is where we find most of our candidates; those candidates who are not actively or aggressively seeking to change jobs. Every search, and each institution, has its own identity, and our proactive, customized research and outreach to the marketplace reflects the specific needs of the client organization. Our extensive experience and knowledge of all aspects of higher education administration allow us to develop an extensive, inclusive, efficient, and targeted sourcing strategy. We not only target institutions and potential candidates, but also organizations and individuals who may be good referral and/or networking sources.

- **Candidate development and assessment.** Regardless of whether a potential candidate is identified through passive or proactive sourcing, Buffkin / Baker search professionals provide a high-touch, tailored search process that is rooted in extensive conversation with prospective candidates. It is important for candidates to have an accurate picture of the institution, as well as a clear understanding of the desired attributes and experiences as they reflect upon their backgrounds and skillsets. We obtain an understanding of potential candidates' accomplishments, capabilities, strengths and weaknesses, and potential for advancement through resume review, telephone screens, and personal interviews. In addition, through in-depth conversations, prospective candidates can judge institutional alignment with their backgrounds and interests.

Candidate presentation:

- **Present the best-qualified candidates.** In addition to the application materials submitted by the candidate, we provide an evaluation report, via oral review by the search consultant, describing the experiences and qualifications of each candidate. The documents that are included in our candidate presentation are most often shared via a confidential client portal which is accessible by members of the client organization whose access to that information has been approved. The maintenance of confidentiality throughout the search process is required and is ensured through this private website. Ensuring this confidentiality, where necessary, during the search process is a priority for Buffkin / Baker. Members of the search team will also meet with the Search Committee and Board (if desired) to discuss the candidates presented.

Candidate interviews and campus/site visits:

- **First round of confidential interviews.** Our search professionals will work with the search committee to develop a list of questions for the first round of interviews. In addition, our team will help develop a screening instrument for the members of the committee to use to help assess each candidate. Our consultants normally participate in these interviews as NWFSC's advisor and we coordinate all the scheduling and logistics for committee members and candidates, including, when appropriate, travel, meeting space, meals, and hotel accommodations. The majority of candidates we present to clients are not only employed but are also not actively looking to make a change in employment. We make every effort to protect candidate confidentiality without compromising our client's search. During the client/candidate interview process, prudent scheduling is of utmost importance to ensure that the candidates remain unknown to one another and the public until FOIA requirements (if any) dictate the disclosure of the names of finalist candidates. In these cases, we make sure that candidates are made aware, early in the process, of any possible disclosure points in the timeline. Since Buffkin / Baker has significant experience working on public searches, we are skilled at managing these situations.
- **Campus/site visits with finalists.** After the first round of interviews, the Search Committee will narrow down the pool to a smaller group of candidates to invite to campus and/or meet with the Board. Depending on the search process utilized, and state or institution requirements, these visits may or may not be public. We will also help with the scheduling and coordination of these visits, including travel and hotel accommodations for candidates. At the presidential level, we will incorporate the board of trustees into the process at the stage and level appropriate for your institution. We are very experienced in working with boards at the final stage of the process.
- **Conduct reference checks on final candidates.** We speak directly with individuals who can evaluate the candidate's performance.

- **Verify candidate credentials and backgrounds.** With the approval of the final candidates, it is our practice to conduct a background check which includes MVR, degree verification, employment verification, SSN, County Criminal, Federal Criminal, Nationwide Criminal, Statewide Criminal, Sex Offender Registry, and Credit History.

Conclusion of the search and candidate follow-up:

- **Recruit the preferred candidate.** We are very involved in working with NWFSC in concluding the search process, including salary and benefit negotiations, when appropriate.
- **Candidate notification.** At the appropriate time, notify candidates who do not move forward in the process.
- **Onboarding.** Buffkin / Baker will conduct a process review at selected intervals after the new President starts their position to ensure a successful transition.

8. List of the firm's staff intended to be assigned to the project

With our record of success in conducting searches for institutions of similar scope and size to NWFSC, we are well-positioned to support you in your efforts to recruit the very best talent. If you choose Buffkin/Baker as your search partner, Ann Yates will personally manage your search at every level. We do not delegate key communications and meetings to a junior associate, unlike many other firms. Ann will be supported by Ken Carrick, Partner, and a team of researchers, associates, and project coordinators.



Ann Yates, Partner
Washington, D.C. | ann@buffkinbaker.com

Ann Yates serves as a Partner in the Higher Education Practice. With a career spanning over two decades, she brings a commitment to quality client service and engagement and an understanding of higher education and leadership.

Ann's executive search career includes prior experience at two national executive search firms, most recently at ZRG Partners and before that at Witt/Kieffer where she served as a Senior Partner. She is well-versed in every area of academic leadership, enabling her to serve her clients broadly and across multiple functional areas. She has completed more than 300 executive-level searches throughout her career, including engagements for Presidents, Provosts, Deans, and Vice Presidents at leading public and private colleges and universities.

As a strategic partner, clients repeatedly rely on her expert counsel and aptitude for identifying talented, diverse, and dedicated leaders in mission-driven organizations. In particular, she brings a strong reputation for advancing women and candidates with diverse backgrounds.

Ann is a recognized thought leader, having contributed articles to the Chronicle of Higher Education and Inside Higher Education. Additionally, she has been an invited presenter at ACE Women's Network and AACSB's ICAM conference. She received her master's degree in industrial psychology from the University of New Haven and her bachelor's degree in psychology from Bethany College.



Ken Carrick, Partner
Charlotte, NC | ken@buffkinbaker.com

Ken has managed numerous search engagements throughout his more than 38 years as a search consultant while cultivating a diverse roster of clients in the education, retail, nonprofit, manufacturing, healthcare, and government sectors. Ken was a student-athlete and graduated summa cum laude with a BA degree in accounting and business administration from Catawba College and earned an MBA from Wake Forest University.

Ken began his career as an accountant with Duke Energy and later worked for a national insurance company before entering the executive search profession. Prior to joining Buffkin / Baker, he served as president of a national retained search firm with dual headquarters in New York and Charlotte. Ken currently serves on the Board of Directors of the North Carolina Sports Hall of Fame and Museum where he holds the position of Treasurer and is a member of the Executive Committee. He recently completed a seven-year term as a director on the Mecklenburg County ABC Board where he also served as a member of the North Carolina Association of ABC Boards' legislative committee. He previously served two terms as a member of the Association of Executive Search Consultants (AESC)'s Council of the Americas board. Ken has been the President of the Catawba College Alumni Board, and on the boards of the Greenwood Genetic Center Foundation, Greater Carolina's Chapter of the American Red Cross, and Covenant Day School. He has also been involved with numerous volunteer service groups and youth sports associations in the Charlotte area. He and his wife have three grown children.

9. References

1. **Dr. Rich Cosentino**

President
Lander University (SC)
443- 756-5997 | cosentino@lander.edu

2. **Mr. Rusty Hutson, Jr.**

Chair, Board of Governors
Fairmont State University (WV)
Member, Presidential Search Committee
Fairmont State University
205-531-3607 | rhutson@dgoc.com

Search: President, Fairmont State University

3. **Ms. Teresa MacCartney**

Chief Operating Officer
University System of Georgia
404-962-3016 | teresa.maccartney@usg.edu

Ann Yates has conducted eight presidential searches for the University System of Georgia. These searches have spanned various institution types, from **state colleges (bolded below)** to regional comprehensives, to research universities, to Hispanic-serving institutions.

Searches:

- **Abraham Baldwin Agricultural College (ABAC), President**
- Augusta University, President (current)
- **College of Coastal Georgia, President**

- Columbus State University, President
- **Dalton State College, President**
- Georgia Southern University, President
- Georgia Southwestern State University, President
- Kennesaw State University, President
- University of West Georgia, President

4. **Mr. Mark Short**

Chief of Staff

Central Piedmont Community College (NC)

704-330-6689 | mark.short@cpcc.edu

Searches:

- Chief Human Resources Officer (Mr. Short was the candidate selected).
- V. P. for Strategy and Organizational Excellence
- V. P. of Academic Affairs
- Additional Service: President Compensation Study

5. **Mr. Burr Sullivan**

Past Chair, North Carolina State Board of Community Colleges; Member of the Presidential Search Committee

North Carolina Community College System (system office for NC's 58 community colleges)

336-250-4798 | burrsr1946@gmail.com

Search: President, NC Community College System

6. **Mr. Adam Taylor**

Chief of Staff

Lander University (SC)

864-981-1737 | ataylor@lander.edu

Searches:

- President (Dr. Cosentino was the candidate selected.)
- Vice President of Student Experience and Quality Assurance
- Vice President of Finance and Administration
- Vice President for University Advancement
- Vice President of Enrollment and Access Management
- Director of Athletics

7. **Dr. Jack Warner**

President

Rhode Island College

401-456-8100 | jwarner@ric.edu

During Jack's tenure as the Executive Director of the South Dakota Board of Regents (SDBOR), Ann Yates conducted three presidential searches for the SDBOR.

Searches:

- Black Hills State University, President

- Dakota State University, President
- Northern State University, President

10. Disclosure of any personal, familial, employment, or vendor relationship between a principal or employee of firm and Northwest Florida State College, its trustees, president, or employees in the preceding 5 years.

Buffkin / Baker does not have/has not had any personal, familial, employment, or vendor relationship between a principal or employee of the firm and Northwest Florida State College, its trustees, president, or employees in the preceding 5 years.