



# **THE COLLEGE OF THE BAHAMAS**

REQUEST FOR PROSPOSALS

## **Executive Search Services**

Search for the President of The College of The Bahamas

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**It is the Search Firm's responsibility to read the entire document and to comply with all requirements listed herein.**

**Submittal due Date and Time**

All submittals must be received on or before 1:00 p.m. Eastern Standard Time, February 5, 2010.

Return ten (10) copies [one (1) signed original and nine (9) copies] to:

The Office of External Affairs  
The College of The Bahamas  
Oakes Field Campus  
P. O. Box N 4912  
Nassau, The Bahamas

**Delivery by courier:**

**Attn.:** Gabriella Fraser, Associate Vice President, External Affairs  
Phone: (242) 302 4304 or (242) 302 4302

**Faxed Submittals Will Not Be Accepted**

**Late Submittals Will Not Be Accepted**

**Respondent Identification**

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Company Name

Company Contact

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Telephone no. (include area code)

Fax no.

E-Mail

## **PART I INTRODUCTION**

The College of The Bahamas seeks a new President capable of leading the College to continue on its path of academic excellence, international presence and community engagement and to fully deliver on its mission to support and drive national development through education, research & innovation and service.

### **A. GENERAL DESCRIPTION & BACKGROUND INFORMATION**

Established in 1974, The College of The Bahamas (The College) is the national higher education institution of The Commonwealth of The Bahamas. With an enrolment of almost 5000 students located throughout the Bahamian archipelago, the institution grants mostly bachelor's degrees and some joint master's degrees in conjunction with other accredited institutions from the United States. The College will offer its first masters degree, an MBA, in Fall 2010. The College enjoys extensive links with tertiary institutions in the Caribbean and North America, and its credits are accepted by more than 200 colleges and universities in those regions and in Great Britain. With a view to attaining a charter as a University, the College has embarked aggressively upon a major expansion of its programme offerings, research activities and physical facilities and is incorporating e-learning methodologies into its repertoire of strategies for delivering instruction.

Key facts about The College:

- The College has campuses in New Providence and Grand Bahama, and operates extension and research centres in Abaco, Andros and Exuma. The main campus is in New Providence – the Oakes Field Campus.
- In Fall 2009, 5,000 students enrolled at The College, including nearly 600 in Grand Bahama, and a combined first-year class of around 1,300 students, from an application pool of more than 2,000. More than 30% of faculty members are holders of doctoral degrees.
- Since 2007, The College has been sending students and faculty on exchange and study abroad opportunities with universities in Canada, the United States, Costa Rica, England, Mexico and Spain. Performing exceptionally well alongside their international peers, returning with GPAs in the 2.5 – 4.0 range.
- The College is a member of the International Association of Universities (IAU) and The College's President is a member of the board of the IAU, an association with a membership that spans more than 150 countries.
- In 2010, The College will offer its first full graduate programme, a Masters in Business Administration. A new Graduate Business Centre will be constructed to house the programme, generously supported by private donors.

- Over the past seven years, The College has offered partnered graduate degree offerings with international College and college partners including Kent State College and Wheelock College.
- In Fall 2009, The College introduced a Small Island Sustainability baccalaureate programme. Students from throughout The Bahamas, around the Caribbean and any small island nation can now come to The Bahamas to earn Bachelor of Science degrees in Small Island Sustainability with concentrations in Environmental & Ecosystems management and Integrated Development Planning and Bachelor of Arts degrees in Small Island Sustainability with concentrations in Ecotourism & Development and Policy Studies. These programmes were made possible by outstanding private philanthropy.
- In Fall 2008, The College introduced a Bachelor of Pharmacy degree in response to industry needs for more qualified pharmacists. This four-year degree is offered in conjunction with Jamaica’s College of Technology.
- The College has been steadily building a sound research base involving faculty and students.

The College is seeking the assistance of an executive search firm (Search Firm) to facilitate recruitment and successful hiring of the President in accordance with the terms, conditions, specifications contained in this Request for Proposal and in related attachments to this Request for Proposal (RFP).

## **B. TIMETABLE**

Wednesday January 20, 2010	Release RFP
Friday February 5, 2010, 1:00 PM EST	Submittal RFP response
Monday, February 8, Feb 10, 2010	Review proposals
Thursday- Fri, February 11, 12, 2010	Telephone interviews if required
Monday February 15, 2010	Firm Selected
Wednesday February 16, 2010	Award contract
February 17 <sup>th</sup> , 2010 onwards	Implement contract

**The College reserves the right to modify this timetable to best meet its needs.**

## **PART II      GENERAL REQUIREMENTS, TERMS & CONDITIONS**

### **A. CONTRACT PERIOD**

#### **1. Initial Contract Period**

The College is estimating this agreement to be a four (4) to six (6) month engagement. The initial agreement period is estimated to commence on or about February 17, 2010, and end on or about August 31, 2010 or sooner; however, this may change due to early completion or delays which are unknown at this time.

#### **2. Contract Extension**

The College reserves the right, and Selected Firm, as condition of this solicitation, agrees to allow the College the option to extend, solely and at its discretion, this contract term for an undetermined period of time required to complete the project as determined by the College in one (1) month periods, at the same pricing basis, terms and conditions as proposed to the College in the Search Firm's response.

The College at the time of execution of this option, if exercised, will inform the Selected Firm of the estimated number of month/s the College expects to use the services of the Selected Firm on this project.

### **B. ESTIMATED VALUE**

The Chairman of the College Council, Council and Administration consider this engagement to have significant value in meeting the needs and goals of The College. The Search Firm is expected to be an expert in their field, with sufficient time and experience in this type of engagement to bring considerable insights and methodologies to conduct this search in an efficient and rapid manner balancing the needs of the potential candidates with The College's requirements.

## **C. PRICING**

### **1. Pricing Structure**

In consideration of services as specified and detailed in this RFP, the Respondent will provide The College a rate for providing these services. This rate shall be all inclusive of the services herein described. Any variables or additional services deemed to provide additional value by the Search Firm shall be clearly described along with their underlying assumption/s for inclusion in the Selected Firm's response.

Charges for additional / value added services, if applicable, shall be clearly labelled and identified as such.

### **2. Price Protection and Certification**

The College requires that the rate for services be firm and fixed for the term of the Contract Period and any additional, extended or optional Contract Periods.

## **D. INVOICING**

### **1. Payment Terms**

Invoice/s will be paid within Net 30 days.

## **E. SCOPE OF WORK**

### **1.0 GENERAL DESCRIPTION**

#### **PURPOSE**

The College is requesting proposals from a qualified executive search firm (the Search Firm) to assist in the selection of the President of The College.

The Search Firm shall specialize in recruitment for executive personnel for higher education institutions or have extensive executive officer level personnel recruitment experience at comparable institutions. To be eligible to respond to this RFP, the proposing firm must demonstrate that they, or the principals assigned to the project, have successfully completed services similar to those specified in the scope of work section of this RFP, to institutions similar in size and complexity to The College.

## **SCOPE OF SERVICES**

The Search Firm shall provide the following services, as a minimum:

1. Assist the College Search Committee to develop a strategy for carrying out the recruitment, including outreach to encourage qualified applicants from diverse backgrounds to apply.
2. Through interviews, focus groups and/or other research, ascertain the position challenges and opportunities, and define the experiences and skills that would allow an incumbent to succeed.
3. Identify potential contacts and conduct person outreach recruiting to include posting the position through national and international channels. Assist the Search Committee in preparing and placing advertisements for the position in appropriate publications.
4. Review curriculum vitae and resumes for background and qualifications followed by telephone and in-person interviews to clarify each applicant's experience and to prepare a written summary of the most promising candidates.
5. Evaluate candidates for serious consideration by conducting in-depth reference and background checks with individuals who are or have been in a position to evaluate the candidate's performance on the job. Through these reference and background checks, ascertain the candidate's strength in personal dimensions identified by a job description prepared by the Search Committee.
6. Finalize a process with the Search Committee for interviews and coordinate candidate's participation in interviews.
7. Debrief with the Search Committee following interviews and identify additional candidates if necessary.
8. Verify selected candidates' educational background and conduct criminal, financial, media, and civil litigation checks.
9. In the event politically sensitive or potentially embarrassing issues arise from the candidate's background, conduct in-depth interviews with principal parties to clarify the event and clearly present to the Search Committee a picture of the event.
10. Notify rejected applicants.
11. Document candidate pool.
12. Assist the Chairman and the Associate Vice President, Finance and Administration or their designee with the conduct of compensation and relocation negotiations with finalist as appropriate.

13. Re-initiate a one-time additional executive search in accordance with the specifications set forth above, at no fee to The College, if the successful candidate leaves the employment of The College within one year of placement.

## **F. GENERAL CONDITIONS**

### **1. Time of Essence**

This project is extremely time sensitive and as a result the ability of the Selected Firm to engage quickly, efficiently and accurately is vital to the requirements and goals of The College. It is essential that the Selected Firm identified for this project be expert in their professional abilities to assess and understand the needs and requirements of the College and to provide a clear and comprehensive response to this RFP.

### **2. Insurance Requirements**

Selected Firm shall provide The College with a valid certificate of insurance naming The College as additional insured on their Professional Liability (also known as Errors and Omissions) insurance policy. The minimum policy limits for this contract will be US \$500,000 per occurrence.

Selected Firm hereby agrees that no payment shall be made by The College until The College is in receipt of Selected Firm's insurance certificate. All insurance coverage and carriers are subject to the approval of The College.

### **3. Record Keeping and Auditing**

This contract shall be subject to the examination and audit of the Auditors of The College for a period of three years after final payment under this order. The examination and audit shall be confined to those matters connected with the performance of the contract, including, but not limited to, the costs of administering the contract.

### **4. Terms and Conditions**

The terms and conditions applicable to this contract are also equally applicable to additional, extended, revised or subsequent contracts.

### **PART III INSTRUCTIONS TO BIDDERS**

#### **A. Quotation Due Date and Time.**

On or before 1:00 PM Eastern Standard Time, **Friday February 5<sup>th</sup> 2010**, submit nine (9) copies [one (1) signed original and eight (8) copies] of your quotation to The College of The Bahamas at the address listed on the Cover Page.

#### **Late Proposals will be NOT be Accepted**

#### **B. Responsive Proposals**

Your proposal must be complete, signed, submitted on the forms provided, and comply with the specifications. Proposals made on other forms, paperwork, etc. may, at the sole discretion of The College may be rejected without further consideration. All information furnished on the proposal must be typewritten or written in ink.

Additional information may be submitted as attachments; however; alternative proposals (not in conformance to this document) will not be considered for award. All attachments must specify the section and question being addressed.

#### **C. Required Information and Data**

Shall be furnished as requested.

#### **D. Caution to Respondents**

Respondent is cautioned not to delete or make changes in provisions, terms or specifications of this proposal, as such changes may render your bid non responsive.

#### **E. Withdrawal or Modification of Bids**

Proposals may be withdrawn or modified by a written or faxed request from the Respondent no less than three (3) days prior to the time fixed for receiving the RFP.

The College may, by written notice to all Respondents, amend the RFP prior to the due date. If, in the opinion of The College, the revisions or amendments will require additional time for a response, the due date will be extended to all participants.

## **F. Bid Results**

Bid openings are not public. An award summary will be made available to bidders, upon their written request, after the award of the contract.

## **G. Submittal Costs**

The College is not liable for any costs incurred by prospective Respondents. Respondent is responsible for all costs associated with information, proposals, visitations & demonstrations and personnel furnished to comply with this RFP or any subsequent request before issuance of a contract.

## **H. Bid Acceptance Period.**

As a condition of participating in the RFP your bid response must be valid for sixty (60) days from the RFP Due Date.

## **I. Rejection of Bids**

The College in its sole discretion reserves the right to accept or reject any an all RFPs, without further discussion or without giving any reasons therefore.

Exceptions taken to the terms of the RFP may result in rejection of the bid as being non-responsive.

Bids that are incomplete will be considered non-responsive to this solicitation and may be rejected without further consideration.

## **J. Award Schedule**

The College will make all efforts to award contract according to the effective date described herein. In the event award is not made prior to the described date, The College reserves the right to set the actual contract period without separate notification to bidders.

## **PART IV EVALUATION FACTORS & BASIS OF AWARD**

### **A. EVALUATION CRITERIA**

Submittals will be evaluated and awarded as described below:

#### **1. Supplier Qualification**

- a) Sufficiency of the offer. All specifications and requirements of this RFP must be met without exception. The College shall be the sole judge in determining whether a submittal meets qualification requirements.
- b) Documented evidence of ability to perform the tasks as herein described
- c) Telephone interviews may, at the sole discretion of The College, be initiated and conducted by the Search Committee Chair to clarify any issues in the RFP.

Only bids from Respondents determined at the sole discretion of the College to be qualified as described above will be considered.

#### **2. Cost Per Quality Point**

Awards will be made to the Respondent with the lowest Cost Per Quality Point.

Quality Point Scores will be based on Respondent's relevant firm experience, quality of assigned personnel, comprehension of College mission, heritage, strategic direction, operating environment, position requirements, quality of proposed work plan and commitment and ability to deliver a diverse highly qualified candidate pool as determined by the Search committee. The sum of the Bidder's Proposed Price divided by the number of Quality Points awarded to the bidder's proposal equals the Cost per Quality Point for that bidder.

#### **3. Award Method**

After review of proposals and interviews if necessary a selection will be made. One contract will be issued from this solicitation to the successful Search Firm. The successful Search Firm shall be offered a contract for the services herein described based upon the terms and conditions of this solicitation. Should the successful Search Firm fail to enter a contract with The College, the Respondent with next lowest cost per quality point shall be considered for award of the contract for the services.

### **B. EVALUATION PROCEDURE**

1. The College may, at its option, contact Search Firm's customers for references, by telephone or other means and evaluate the Search Firm based on these references. College will ask questions that will help to ascertain the manner in which service has been provided in other engagements.

### **C. REFERENCES/REFERENCE CHECKS**

To warrant consideration for the award of the contract, Respondent must provide verifiably satisfactory reference checks. Respondent shall provide references from two (2) Search Firm clients who used the same services specified herein; and must be (or have been) comparable to The College in terms of overall mission and academic standards, size of budget and financial standing.

The areas of performance to be rated are:

1. Meeting defined timelines for deliverables.
2. Quality and professional level of assigned staff to the project.
3. Technical expertise of staff and ability to deliver service as specified.

References must be listed in the spaces provided below.

**Reference Number One:**

Customer Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

City/State/Country/Zip Code: \_\_\_\_\_

Contact Name/Title: \_\_\_\_\_

Contact Telephone Number: \_\_\_\_\_

Description of engagement / analogous to our request: \_\_\_\_\_

Type of Organization (Educational, Research, Gov Entity Corp.): \_\_\_\_\_

**Reference Number Two:**

Customer Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

City/State/Zip Code: \_\_\_\_\_

Contact Name/Title: \_\_\_\_\_

Contact Telephone Number: \_\_\_\_\_

Description of engagement / analogous to our request: \_\_\_\_\_

Type of Organization (Educational, Research, Government Entity Corp.): \_\_\_\_\_

## **PART V      FORMAT AND CONTENTS OF THE PROPOSAL (SUBMITTAL REQUEST)**

To be considered for an award, Respondents must meet all the requirements listed below and answer all the questions without exception. The College shall in its sole discretion determine whether a Respondent meets its qualification requirements.

The information set forth in this section must be included with the proposal.

### Letter of Transmittal

The Letter of Transmittal shall reflect the RFP subject, name of the firm, address, telephone number, contact person and date of preparation.

### Proposal

The proposal shall include:

- A. A statement of the Search Firm's understanding of the services required by the RFP and attached specifications. The proposal must set forth in detail how it would provide these services to The College.
- B. The names of the persons who are authorized to make representations on behalf of the Search Firm (include their titles, addresses, telephone number and email address).
- C. Identification of the full-time and part-time staff who will be assigned and direct work on this project.
- D. A description of any comparable services performed by the Search Firm during the most recent five-year period similar in scope to the work set forth above. In particular, the Search Firm shall highlight any experience with placements at institutions like The College and any other accredited colleges or universities. If the Search Firm has previously provided services comparable to those specified in this RFP, it shall provide a minimum of two (2) references from the relevant institutions along with complete addresses and telephone numbers of each reference, as well as the name, title and the telephone number of a contact individual.
- E. The Search Firm shall include an outline of any additional services or alternative approaches that Search Firm feels is in the best interest of the College.
- F. The Search Firm shall guarantee delivery of services in accordance with such delivery schedule as provided in the specifications.
- G. Search Firms are invited to submit either a firm fixed price proposal (retainer fee) or a position compensation based fee proposal, along with a proposed schedule of payments for the services requested in the scope of work. Submit any other pricing/cost data necessary to carry out this

project. The Search Firm shall provide a price for all items in this RFP which shall remain valid throughout the stipulated performance period or until delivery is completed.

H. Search Firm shall provide specific responses to the following questions:

1. Who will be the designated contact for the Respondent and how will he or she anticipate interacting with The College at each phase of the engagement?
2. Describe any unique qualifications for this specific engagement which separate your firm from the competition.
3. Describe your search strategy and how it will be executed.
4. Describe the top three challenges associated with this recruitment and how your firm would address them.
5. Describe your understanding of The College's environment and the qualifications required for a candidate to be successful as a leader in this particular position.
6. Describe how the position of President of The College is similar to and different from positions at other Colleges or Universities.
7. How will you ensure a diverse high quality pool of candidates?

**Please provide your fixed firm rate for providing these services:**

Fee for service as a percentage of \_\_\_\_\_ %

Expenses as a percentage of \_\_\_\_\_ %

Or

Flat Fee for Search Services \$ \_\_\_\_\_

Flat Fee for Associated Expenses \$ \_\_\_\_\_

Or

Alternative pricing model:

