REQUEST FOR PROPOSALS

SELECTION OF EXECUTIVE SEARCH FIRM

Submitted By: Florida Memorial University
Board of Trustees
15800 N.W. 42nd Avenue
Miami Gardens, FL 33054

Date: November 14, 2017
This Request for Proposals (“RFP”) is accessible via Florida Memorial University’s (the “University”) website at www.fmuniv.edu. If you download this RFP from the University’s website, you are responsible for sending your name, address, e-mail address, and telephone number to the RFP Coordinator in order for your organization to receive any RFP amendments or bidder questions/agency answers.

Project Title:
Request for Proposals for an Executive Search Firm.

Proposal Due Date:
Friday, December 8, 2017, 5:00 p.m. local time in Miami Gardens, Florida.

Expected Time Period for Contract:
January 1, 2018 to July 1, 2018. Florida Memorial University reserves the right at its discretion to extend the contract for up to three additional months.

Consultant Eligibility:
This procurement is open to those firms that satisfy the minimum qualifications stated herein and that are available for work in the State of Florida.

Florida Memorial University:
Founded in 1879, FMU is one of the oldest academic institutions in the State of Florida and is the only historically black university in the southern region of the state. Located in Miami Gardens, Florida and governed by a Board of Trustees, the University is one of the nation’s primary producers of African American teachers with a current rank of [ninth] in the nation and [second] in the state in this category. Founded in 1879, the University has thrived over the last century as a private, Baptist church-related, co-educational, liberal arts institution. FMU offers high quality undergraduate and graduate programs in: arts and sciences; aviation, safety and security; business; education; health; and natural sciences. The University embraces a distinctive mission of instilling in more than 2,000 undergraduate and graduate students a desire for lifelong learning and a commitment to leadership through service that will enhance their lives and the lives of others. Please see website for additional information about the University.
TABLE OF CONTENTS

1. INTRODUCTION .......................................................................................................................... 1
   1.1 PURPOSE AND BACKGROUND .............................................................................................. 1
   1.2 OBJECTIVE ............................................................................................................................ 1

2. GENERAL INFORMATION FOR CONSULTANTS ................................................................. 1
   2.1 RFP COORDINATOR ............................................................................................................ 1
   2.2 ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES .............................................. 1
   2.3 SUBMISSION OF PROPOSALS .............................................................................................. 2
   2.4 REVISIONS TO THE RFP ..................................................................................................... 2
   2.5 MINORITY & WOMEN-OWNED BUSINESS PARTICIPATION ............................................ 3
   2.6 ACCEPTANCE PERIOD ........................................................................................................... 3
   2.7 RESPONSIVENESS .................................................................................................................. 3
   2.8 MOST FAVORABLE TERMS .................................................................................................... 3
   2.9 COSTS TO PROPOSE ............................................................................................................. 3
   2.10 NO OBLIGATION TO CONTRACT ......................................................................................... 3
   2.11 REJECTION OF PROPOSALS ............................................................................................. 4
   2.12 COMMITMENT OF FUNDS .................................................................................................. 4

3. PROPOSAL CONTENTS ............................................................................................................. 4
   3.1 LETTER OF SUBMITTAL .......................................................................................................... 4
   3.2 PROPOSED METHODOLOGY ............................................................................................... 5
   3.3 MANAGEMENT PROPOSAL .................................................................................................. 5
   3.4 COST PROPOSAL ................................................................................................................... 6

4. EVALUATION AND CONTRACT AWARD ............................................................................. 6
   4.1 EVALUATION PROCEDURE ................................................................................................. 7
   4.2 CLARIFICATION OF PROPOSAL ......................................................................................... 7
   4.3 ORAL PRESENTATIONS ......................................................................................................... 7
   4.4 NOTIFICATION TO CONSULTANTS .................................................................................... 7
5. RFP EXHIBITS

EXHIBIT A CERTIFICATIONS AND ASSURANCES

EXHIBIT B TENTATIVE PRESIDENTIAL SEARCH TIMELINE
1. INTRODUCTION

1.1 PURPOSE AND BACKGROUND

Florida Memorial University, hereafter “University”, is initiating this Request for Proposals (RFP) to solicit proposals from qualified firms interested in participating in a project to advise and assist the Board of Trustees and its search committee in conducting a national search for a new President of the University. Recognizing the University’s vision, mission and core values, the proposal should include the approach, method and project requirements/tasks necessary to completely execute all aspects of a comprehensive and inclusive search process.

1.2 OBJECTIVE

It is intended that this RFP will allow the University to select the most qualified and dependable firm to provide these specific services at a comprehensive price.

2. GENERAL INFORMATION FOR CONSULTANTS

2.1. RFP COORDINATOR

The RFP Coordinator is the sole point of contact in the University for this procurement. All communication between the consultant and the University upon receipt of this RFP shall be with the RFP Coordinator, as follows:

<table>
<thead>
<tr>
<th>Name / Title</th>
<th>Phyllis Tynes, Human Resources Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>15800 N.W. 42nd Avenue</td>
</tr>
<tr>
<td>City, State Zip Code</td>
<td>Miami Gardens, Florida 33054</td>
</tr>
<tr>
<td>Phone Number</td>
<td>(305) 626-3600</td>
</tr>
<tr>
<td>E-Mail Address</td>
<td><a href="mailto:Phyllis.tynes@fmuniv.edu">Phyllis.tynes@fmuniv.edu</a></td>
</tr>
</tbody>
</table>

Any other communication will be considered unofficial and non-binding on the University. Consultants are to rely on written statements issued by the RFP Coordinator. Communication directed to parties other than the RFP Coordinator may result in disqualification of the consultant.

2.2. ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

<table>
<thead>
<tr>
<th>Task</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue Request for Proposals</td>
<td>November 14, 2017</td>
</tr>
<tr>
<td>Proposals Due</td>
<td>December 8, 2017</td>
</tr>
<tr>
<td>Evaluate Proposals</td>
<td>December 11-15, 2017</td>
</tr>
<tr>
<td>Notify Successful Consultant</td>
<td>December 18, 2017</td>
</tr>
<tr>
<td>Negotiate Contract</td>
<td>December 18-30, 2017</td>
</tr>
<tr>
<td>Begin Contract Work</td>
<td>January 1, 2018</td>
</tr>
</tbody>
</table>

The University reserves the right to revise the above schedule.
2.3. SUBMISSION OF PROPOSALS

Proposals must be submitted in hard copy and/or electronically as set forth below. Proposals may not be transmitted via facsimile.

Consultants are required to submit two (2) original and six (6) additional complete copies of their proposal. Two copies must have original signatures and the remaining copies can have photocopied signatures. If proposals are submitted electronically, two hard copies with original signatures must be submitted. The proposal, whether mailed or hand delivered, must arrive at the University no later than 5:00 pm Eastern Standard Time on Friday, December 8, 2017.

The proposal is to be sent to the RFP Coordinator at the address noted in Section 2.1. The envelope should be clearly marked to the attention of the RFP Coordinator: Phyllis Tynes.

Consultants mailing proposals should allow normal mail delivery time to ensure timely receipt of their proposals by the RFP Coordinator. Consultants assume the risk for the method of delivery chosen. The University assumes no responsibility for delays caused by any delivery service. Proposals may not be transmitted using facsimile transmission.

Proposals deemed late will not be accepted and will be automatically disqualified from further consideration.

The proposals must respond to the procurement requirements. Do not respond by referring to material presented elsewhere. The proposal must be complete and must stand on its own merits. Failure to respond to any portion of the procurement document may result in rejection of the proposal as non-responsive. All proposals and any accompanying documentation become the property of the University and will not be returned.

All proposals received shall remain confidential until the contract, if any, resulting from this RFP is signed by the University’s authorized representative and the apparent successful contractor.

2.4. REVISIONS TO THE RFP

In the event it becomes necessary to revise any part of this RFP, addenda will be mailed to those who either received the RFP or who responded with a Letter of Intent to Propose.

In the event it becomes necessary to revise any part of this RFP, addenda will be published on the University’s website at www.fmuniv.edu.

If you downloaded this RFP from the University’s website, you are responsible for sending your name, address, e-mail address and telephone number to the RFP Coordinator in order for your organization to receive any RFP amendments or bidder questions/agency answers.

The University also reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.
2.5. MINORITY & WOMEN-OWNED BUSINESS PARTICIPATION

The University encourages participation in all of its contracts by firms certified as a minority or women business enterprise. Participation may be either on a direct basis in response to this solicitation or on a subcontractor basis.

2.6. ACCEPTANCE PERIOD

Proposals must provide 60 days for acceptance by the University from the due date for receipt of proposals.

2.7. RESPONSIVENESS

All proposals will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. The consultant is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.

The University also reserves the right, however, at its sole discretion to waive minor administrative irregularities.

2.8. MOST FAVORABLE TERMS

The University reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially with the most favorable terms which the consultant can propose. There will be no best and final offer procedure. The University does reserve the right to contact a consultant for clarification of its proposal.

The consultant should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. Contract negotiations may incorporate some or all of the consultant’s proposal. It is understood that the proposal will become a part of the official procurement file on this matter without obligation to the University.

In addition, if the consultant is selected as the apparent successful contractor, the University reserves the right to enter into contract negotiations with the apparent successful contractor, which may include discussion regarding the terms of the proposal.

2.9. COSTS TO PROPOSE

The University will not be liable for any costs incurred by the consultant in preparing a proposal submitted in response to this RFP, in conducting a presentation, or in performing any other activities related to responding to this RFP.

2.10. NO OBLIGATION TO CONTRACT

This RFP does not obligate the University to contract for the services specified herein.
2.11. REJECTION OF PROPOSALS

The University reserves the right at its sole discretion, and without penalty, to reject any and all proposals received and not to issue a contract as a result of this RFP.

2.12. COMMITMENT OF FUNDS

The University official(s) designated by the University’s Board of Trustees are the only individuals who may legally commit the University to the expenditures of funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

3. PROPOSAL CONTENTS

Proposals must be submitted on eight and one-half by eleven (8 1/2 x 11) inch paper with tabs separating the major sections of the proposal. The four major sections of the proposal are to be submitted in the order noted below:

1. Letter of Submittal, including signed Certifications and Assurances (Exhibit A to this RFP)
2. Proposed Methodology
3. Management Proposal
4. Cost Proposal

Proposals must provide information in the same order as presented in this document with the same headings. This will not only be helpful to the evaluators of the proposal, but should assist the consultant in preparing a thorough response.

Items in this section marked "mandatory" must be included as part of the proposal for the proposal to be considered responsive; however, items marked “mandatory” are not scored unless otherwise indicated. Items marked “scored” are those that are awarded points as part of the evaluation conducted by the evaluation team.

3.1. LETTER OF SUBMITTAL

The Letter of Submittal and the attached Certifications and Assurances form (Exhibit A to this RFP) must be signed and dated by a person authorized to legally bind the consultant to a contractual relationship: e.g., the President or Executive Director of a corporation, the managing partner of a partnership, or the proprietor of a sole proprietorship. Along with introductory remarks, the Letter of Submittal is to include by attachment the following information about the consultant and any proposed subcontractors:

1. Name, address, principal place of business, phone number, fax number, e-mail address of the legal entity or individual by whom the contract would be executed.
2. Name, address, and phone number of each principal officer (President, Vice President, Treasurer, Chair of the Board of Directors, etc.).
3. Legal status of the consultant (sole proprietorship, partnership, corporation, etc.) and the year the entity was organized to do business as the entity now substantially exists.
4. Federal Employer Tax Identification number or Social Security number.
5. Location of the office/facility from which the consultant would operate.
3.2. PROPOSED METHODOLOGY

The Proposed Methodology must contain a comprehensive description of services including the following elements:

A. Project Approach/Methodology – Include a complete description of the consultant’s proposed approach and methodology for the project. This section should convey the consultant’s understanding of the proposed project.

B. Work Plan – Include all project requirements and the proposed tasks, services, activities, etc. necessary to accomplish the scope of the project defined in this RFP and within the timeline outlined in Exhibit B. Describe how the proposed plan will reach and encourage response from qualified applicants from a variety of ethnic and cultural backgrounds, and also how candidates’ individual views on campus diversity might be evaluated. This section of the proposal must contain sufficient detail to convey to members of the evaluation team the consultant’s knowledge of the subjects and skills necessary to successfully complete the project. Include any required involvement of University staff. The consultant may also present any creative approaches that might be appropriate and may provide any pertinent supporting documentation.

C. Project Schedule – Include a project schedule indicating when the elements of the work will be completed and when deliverables, if any, will be provided.

D. Deliverables – Fully describe deliverables to be submitted under the proposed contract.

E. Outcomes and Performance Measurement – Describe the impacts/outcomes the consultant proposes to achieve as a result of the delivery of these services, including how these outcomes would be monitored, measured and reported to the University.

F. Overall Risk –
   1. Define risks you identify as being significant to the success of the project. Include how you would propose to effectively monitor and manage these risks, including reporting of risks to the University.
   2. Provide a business continuation plan that illustrates how you will manage staff turnover or other contingencies and their impact on the completion and success of the project.

3.3. MANAGEMENT PROPOSAL

A. Project Management

   1. Project Team Structure/Internal Controls – Provide a description of the proposed project team structure and internal controls to be used during the course of the project, including any subcontractors. Provide an organizational chart of your firm indicating lines of authority for personnel involved in performance of this potential contract and relationships of this staff to other programs or functions of the firm. This chart must also show lines of authority to the next senior level of management. Designate who within the firm will have primary responsibility and final authority for the work.
2. **Staff Qualifications/Experience** – Identify staff, including subcontractors, who will be assigned to the potential contract, indicating the responsibilities and qualifications of such personnel, and include the amount of time each will be assigned to the project. Provide a resumé/vita for the named staff including information on their particular skills related to this project, education, experience, significant accomplishments and any other pertinent information. The consultant must commit that staff identified in its proposal will actually perform the assigned work. A resume/vita for each person who will work on the contract is required. Any staff substitution must have the prior approval of the University.

B. **Experience of the Consultant**

1. **Other Experience** - Indicate other relevant experience that indicates the qualifications of the consultant, and any subcontractors, for the performance of the potential contract.

2. **Contracts** - Include a list of contracts the consultant has had during the last five years that relate to the consultant’s ability to perform the services needed under this RFP. Specifically include contracts with Historically Black Colleges and Universities (HBCU). List contract reference numbers, contract period of performance, contact persons, phone numbers and e-mail addresses.

C. **References**

List names, addresses, phone numbers, fax numbers and e-mail addresses of five business references for whom work has been accomplished and briefly describe the type of service provided. Include at least one HBCU reference. The consultant must grant permission to the University to contact the references.

3.4. **COST PROPOSAL**

The evaluation process is designed to award this procurement not necessarily to the consultant of least cost, but rather to the consultant whose proposal best meets the requirements of this RFP. The proposal must specifically set forth the firm/consultant's professional fees and anticipated expenses in a "not to exceed" amount.

A. **Identification of Costs**

Identify all costs, including expenses, to be charged for performing the services necessary to accomplish the objectives of the contract. The consultant is to submit a fully detailed budget including staff costs and any expenses necessary to accomplish the tasks and to produce the deliverables under the contract. Costs for subcontractors are to be broken out separately.

4. **EVALUATION AND CONTRACT AWARD**

All proposals will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. Only responsive proposals which meet the minimum requirements will be forwarded to the evaluation team for further review.
4.1. EVALUATION PROCEDURE

Responsive proposals will be evaluated in accordance with the requirements stated in this solicitation and any addenda issued. The evaluation of proposals shall be accomplished by the Board of Trustees or its designated evaluation team, which will determine the initial ranking of the proposals. Selection of the apparent successful contractor will be made by the Board of Trustees following reference checks and oral presentations, if deemed necessary, by the top-scoring consultants.

4.2. CLARIFICATION OF PROPOSAL

The RFP Coordinator may contact the consultant for clarification of any portion of the consultant’s proposal.

4.3. ORAL PRESENTATIONS

The University will select the top scoring finalist(s) from the written evaluation for an oral presentation and final determination of contract award. The top-scoring firms/consultants may be invited to give oral presentations to the Presidential Search Committee. The consultant’s staff members who will actually be performing the work will be required to participate in the oral presentations. All travel, per diem, and any associated costs for the oral presentation will be borne solely by the consultant. Refusal to provide an oral presentation, failure to appear for a scheduled presentation, or inability to agree on a suitable date/time for the presentation shall constitute complete grounds for disqualification of the consultant from further consideration.

4.4. NOTIFICATION TO CONSULTANTS

Consultants whose proposals have not been selected for further negotiation or award will be notified by e-mail.

5. RFP EXHIBITS

Exhibit A Certifications and Assurances
Exhibit B Tentative Presidential Search Timeline
EXHIBIT A
CERTIFICATIONS AND ASSURANCES

I/we make the following certifications and assurances as a required element of the proposal to which this Exhibit A is attached, understanding that the truthfulness of the facts affirmed herein and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contract(s):

1. I/we declare that all answers and statements made in the proposal are true and correct.

2. The prices and/or cost data have been determined independently, without consultation, communication, or agreement with others for the purpose of restricting competition. However, I/we may freely join with other persons or organizations for the purpose of presenting a single proposal.

3. The attached proposal is a firm offer for a period of 60 days following the due date for receipt of proposals, and it may be accepted by the University without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 60-day period.

4. In preparing this proposal, I/we have not been assisted by any current or former employee of the University whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official, public capacity. Any exceptions to these assurances are described in full detail on a separate page and attached to this document.

5. I/we understand that the University will not reimburse any costs incurred in the preparation of this proposal. All proposals become the property of the University, and I/we claim no proprietary right to the ideas, writings, items, or samples presented in the proposal, unless so stated in the proposal.

6. Unless otherwise required by law, the prices and/or cost data which have been submitted have not been knowingly disclosed by the consultant and will not knowingly be disclosed by him/her prior to opening, directly or indirectly, to any other consultant or to any competitor.

7. I/we agree that submission of the attached proposal constitutes acceptance of the solicitation contents and the attached sample contract and general terms and conditions. If there are any exceptions to these terms, I/we have described those exceptions in detail on a page attached to this document.

8. No attempt has been made or will be made by the consultant to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

_______________________________________________
Signature of Consultant

__________________________________
Print Name and Title               Date

Florida Memorial University RFP – Presidential Search Firm
# TENTATIVE PRESIDENTIAL SEARCH TIMELINE

## EXHIBIT B

### TENTATIVE TIMELINE

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Meeting of Search Committee</td>
<td>October 23, 2017</td>
</tr>
<tr>
<td>Initiate Request for Proposals from Search Firms</td>
<td>October 23, 2017</td>
</tr>
<tr>
<td>Receipt of Responses</td>
<td>November 30, 2017</td>
</tr>
<tr>
<td>Search Committee to review responses and makes a recommendation to the Board of Trustees for a Search Firm</td>
<td>On or before December 30, 2017</td>
</tr>
<tr>
<td>Board of Trustees to approve a Search Firm</td>
<td>January, 2018</td>
</tr>
<tr>
<td>Initial Meeting of Search Committee with Search Firm</td>
<td>On or before February 15, 2018</td>
</tr>
<tr>
<td>Advertise position</td>
<td>March 1, 2018</td>
</tr>
<tr>
<td>Search Firm receives applications and resumes</td>
<td>May 1, 2018</td>
</tr>
<tr>
<td>Search Committee reviews applications, conducts due diligence and interviews candidates</td>
<td>During month of May, 2018</td>
</tr>
<tr>
<td>Search Committee holds second interviews or forwards three candidates to the Board of Trustees</td>
<td>June 15, 2018</td>
</tr>
<tr>
<td>Candidates come to FMU campus for interviews and meeting of FMU constituents</td>
<td>No later than June 30, 2018</td>
</tr>
<tr>
<td>Board of Trustees chooses President</td>
<td>July 1, 2018</td>
</tr>
</tbody>
</table>