

# LIVINGSTON ASSOCIATES, LLC

April 5, 2005

Ms. Mary Pat Oliker  
Chairman, Search Committee  
WCNY President/CEO Search  
3 Hand Hewn Way  
Manhasset, NY 11040

Dear Mary Pat:

Attached is our formal proposal to provide assistance to WCNY for your Presidential Search.

We believe the reasons you should select Livingston Associates are our depth of hands-on experience managing public broadcasting operations, which informs our assessment process that profoundly focuses directly on WCNY, your unique direction and needs. The results of the assessment process in turn drive our recruiting and what we believe is our third unique strength, our screening process. Together with use of the entire package of Executive Search best practices, we believe you won't find better quality or value for your search.

In our conversation I understood you to say you are looking for an honest and open President who is a team-builder, strong in communication, to provide solid overall leadership while protecting current revenue sources, a good leader of the senior team (open communication style), energetic, business minded problem solver with a demonstrated track record.

This is a critical time for public television. Competitive forces are forcing the enterprise to re-think our entire business model. We believe the path and opportunity is an external focus – for stations to become local institutions of value, and to move to a more philanthropic financial model.

We believe the leadership needed for public broadcasting at this point in our history is equally likely to come from the local community, the non-profit sector or public broadcasting, and our search process reflects that. In our most recent placement, for KBPS in Portland, Oregon, the finalist pool included roughly equal numbers of non-profit leaders and broadcasters (including some commercial broadcasters) and the successful candidate, Sarah Shelly, had been Executive Director of several dance organizations.

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tom@livingstonassociates.net

You asked for references for recent searches, here are three, and we can provide more:

**KBPS: James Draznin:** Successful incumbent, Sarah Shelly: James Draznin is Vice President of the Board and was Search Committee Chair. Phone (503) 944-2123, e-mail [jamesD@ocf1.org](mailto:jamesD@ocf1.org).

**WHUT: Jennifer James (J.J.) Pryor:** Successful incumbent, Jennifer Lawson: J.J. Pryor is the Assistant Vice President for Communication for Howard University. Phone (202) 238-2338, e-mail [jjames-pryor@howard.edu](mailto:jjames-pryor@howard.edu).

**WERS: Bill Gilligan:** Successful incumbent, Jack Casey: Bill Gilligan is Vice President for Information Technology and chair of the search committee. Phone (617) 824-8191, e-mail [william\\_gilligan@emerson.edu](mailto:william_gilligan@emerson.edu).

We are very much looking forward to the possibility of working with you on this important search. As you can see from our proposal, we are discounting our proposed rate to 28% of negotiated first-year compensation. I look forward to discussing the project with you.

Sincerely,

Tom Livingston  
President



# WCNY – CENTRAL NEW YORK'S OWN

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*Proposal for Search Services*

*Prepared by Livingston Associates, LLC.  
Tom Livingston, President  
April 04, 2005*



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*Livingston Associates, LLC.*

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# FORMAL PROPOSAL

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*Livingston Associates, LLC.*

## Formal Proposal – WCNY

### Our Understanding of Your Need

WCNY has started the process of searching for a new President/CEO. The search committee seeks a proposal from Livingston Associates to assist the committee in the search.

### Our Proposed Approach

**Preparation:** Livingston Associates starts each search with an assessment process involving the Board's search committee community stakeholders, leaders and organization staff in which we:

- Ascertain the desired future direction of your organization (where do you want to be in 3-5 years?)
- Determine what skills and attributes (8-10) are required to lead you to your goal
- Collaboratively develop detailed definitions of each attribute using our existing database of definitions and customizing them to the organization.
- Analyze and design the position description
- Create and execute a communication strategy

This part of the process is not unlike strategic planning. Our decades of direct, hands-on management experience in leading organizations, and eight years of providing strategic direction and executive search services to more than 100 public broadcasting clients provides an unparalleled depth of experience to apply to your unique situation.

**Recruiting:** Over the approximately three month recruiting process, we will visit on the phone and in person with the top leaders in Public Television and will attend appropriate gatherings of those leaders. Our recruiting process includes between 50 and 100 one on one contacts with public broadcasting and civic leaders and potential candidates.

**Candidate Screening Process:** Livingston Associates' search and screening methodology uses the results of the preparation phase described above, in which we identify crucial attributes (with definitions) desired for the position. In the screening process we conduct extensive (hour long) phone interviews with 20 or more of the top candidates. We interview and rank the candidates on each of the attributes. This results in a total score for each candidate and a matrix comparing top candidates against each other on each of the attributes.

**Reference Checking:** References are checked for each of the approximately ten candidates to be presented to the search committee, including references provided by the candidate as well as collateral references.

**Presentation of Candidates, Final Interviews and Negotiations:** Livingston Associates will provide the search committee with resumes, narrative profiles with results of screening interviews and results of reference checking for each of the top candidates. We will facilitate the search committee's process of selecting candidates for face to face interviews and help design and execute these interviews. We will also facilitate the final decision-making process and if needed, assist in the negotiation process.

**Transition and post-search services:** Livingston Associates provides post-search transition services including executive coaching, team building and strategic planning (for additional fees) that ensure a smooth and powerful transition and build on the momentum and knowledge gained during the search process.

## **Terms and Fees**

Livingston Associates will perform the services outlined above for 28% of the negotiated total first year compensation (salary, benefits, bonus, etc) plus expenses.

## **Our Credentials**

Livingston Associates has assisted in more than 90 public broadcasting searches since we conducted our first such search, for the Executive Director of the Public

Radio Program Directors Association in 1998. More than twenty of these searches have been at the Executive Director/General Manager level. What we offer your search are the techniques of a professional search firm and a high level of public broadcasting specific knowledge and contacts.

For example, we are currently conducting full searches for President of New Hampshire Public Radio, and Executive Director of Iowa Public Radio. In 2004 we conducted a full search for General Manager of the Howard University television station, WHUT, that resulted in the hire of Jennifer Lawson, one of the most accomplished and highly regarded African American public broadcasters in the history of public television.

## **Conclusion**

We are generally prepared to begin work with three calendar weeks of notice, and anticipate that the engagement can be completed in three months from the start of the actual search process.

We are eager to hear back from you with your thoughts about the proposal and moving forward. We will be happy to modify the proposal based on your feedback to ensure we are providing the services that most powerfully meet WCNY's needs.

Again, our sincere thanks for the opportunity to work with you.





# THE LIVINGSTON PROCESS

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*Livingston Associates, LLC.*

## The Livingston Process – WCNY

### Introduction

Our executive search services are built on four key principals. First, develop a partnership with the Board of Directors to identify critical skills and attributes important for executive positions. Second, conduct a complete and thorough search locating qualified, highly motivated candidates that exceed the established requirements. Third, offer complete and detailed assistance throughout the search process. Fourth, continue involvement until the successful transition has been made and the new executive is fully functioning in their new role

### Working with the Search Committee or Hiring Official

Early in the process we will work with the organization to identify the decision making group (if that group has not already been selected). Typically this consists of five to ten stakeholders, and could include board members, administrators (in the case of institutional clients), organization staff or community leaders. While we welcome and encourage regular contact with the search committee chair and committee throughout the process, the three points at which we typically conduct full, face-to-face interaction are during the preparation phase, at the initial presentation of candidates, during interviews and the final selection process.

### Preparation

Livingston Associates starts each search with an assessment process involving the Board's search committee community stakeholders, leaders and organization staff in which we:

- Ascertain the desired future direction of your organization (where do you want to be in 3-5 years?)
- Determine the most critical skills and attributes (8-10) required to lead you to your goal
- Collaboratively develop detailed definitions of each attribute using our existing database of definitions and customizing them to the organization

- Analyze and design the position description
- Create and execute a communication strategy

This part of the process is not unlike strategic planning - environmental scan, SWOT analysis, and goals and needs for the mid and long-term future of the organization. Our more than two decades of direct, hands-on management experience in leading public broadcasting organizations, and years of providing strategic direction to more than 100 clients provides an unparalleled depth of experience to apply to your unique situation.

### Attributes Profile

This document describes the particular skills and attributes the Board is seeking in the successful candidate. Each skill is described in depth so we have a clear understanding of your requirements. We currently have more than 30 key skills and attributes defined in our database. In addition, this document becomes the primary evaluation tool for screening candidates.

#### Examples of these skills and attributes definitions:

**Leadership** - Have a demonstrated track record of effectively guiding, directing, and inspiring teams of people in organizations, making proper decisions, communicating effectively, and building team spirit and commitment. Able to clearly articulate a vision and excite people to share that vision. Have worked in at least two or more disciplines with progressively increasing responsibilities.

**Fundraising** - Display an overall knowledge of fundraising best practices in the not-for-profit sector and provide evidence of successfully leading and directing more than two major fundraising campaigns. Understanding of and success with major donor fundraising and capital campaigns.

**External Focus/Community Relationships** - Demonstrate an ability to build overall public confidence in the organization; identify and build positive relationships with key community leaders; create partnerships with other

community based organizations that leverage the value of the station to the community; develop partnerships within the business community to increase the ability of the station to raise critical funding.

The assessment phase is conducted in collaboration with the search committee and is subject to Board approval. Taken together, these steps result in a deep, shared understanding of the position's requirements, builds consensus within the organization about what is needed for success in the position, and helps eliminate divergent views during the selection process. The materials developed during this phase of the process also provide a clear picture of the opportunity to prospective clients. This phase of the search is typically completed within two weeks of the first site visit.

### **Candidate Search**

Our specialized search and evaluation system centers on the key search criteria established during the preparation phase. We start candidate recruiting by examining our extensive database of non-profit professionals. We also work locally to identify potential candidates from within the community. In a typical search we conduct more than 50 hours of sourcing and recruiting candidates from outside our existing pool of identified potential candidates. Recruiting typically takes from six to eight weeks to complete.

### **Screening**

Parallel to and after completion of the recruiting process, we review the candidate pool and evaluate each candidate against the position description and list of skills and attributes. In consultation with the search committee we identify a broad group of candidates (typically as many as 20) for our screening interview. In this interview, we rank each candidate against each of the attributes and skills selected and defined in the preparation phase. The matrix comparing each of the top candidates is a key tool for the search committee in creating the finalist pool. In preparation for the initial presentation of candidates, we create a profile of each of the candidates ranked by total score on the screening interview. This process typically takes two, with some overlap with the recruiting phase.

### **Reference Checking**

We conduct thorough reference checking of each of the finalists we submit to the search committee. References include those provided by the candidate themselves as well as collateral references (people not on the list provided by the candidate but who may be able to provide additional information - current and former co-workers and supervisors or industry colleagues). The attributes and skills list is used for the context for reference checking, just as it is in the recruiting and screening phases. This phase typically takes a week to ten days, which runs concurrently with scheduling final interviews (identifying dates, scheduling flights, hotel reservations, etc).

### **Initial Presentation of Candidates**

At the conclusion of the recruiting and screening phases, we will meet with the search committee to select the group of finalists. The process is interactive, and utilizes the profiles, resumes, reference checking and results of the initial assessment process. Search committees typically select either two to five candidates for face to face interviews, or choose an interim step of conducting telephonic interviews with eight to ten candidates.

### **Interviews and Final Selection**

We arrange the scheduling and logistics of interviews, attend the interviews, and assist the search committee in developing areas and language for probing, targeted interview questions. At the conclusion of the interview process we facilitate selection of the successful candidate, and help create a negotiation and transition strategy. The interview and final selection is usually completed within a week.

### **Negotiation**

We assist the Board in the negotiation process with the final candidate, including development of an offer letter outlining the specifics of the package and/or

completion of an employment contract. We are available to assist in the negotiation process, and to assist the incumbent with dealing with any counter offers or transition issues, including relocation services, real-estate brokers, etc. This process is usually completed within two days.

#### **Transition Period and Notification of Unsuccessful Candidates**

Livingston Associates works with the Board and successful candidate during the transition phase. We start by providing feedback to the Board and candidates about the process, critical issues discovered and potential opportunities and areas requiring immediate attention. We offer additional post-search services including one on one executive coaching and full strategic planning services to ensure a successful transition. We also notify unsuccessful finalists by telephone, and other candidates by mail or electronic mail.

#### **Professional Fees and Expenses**

Livingston Associates charges 28% of total first-year compensation as its primary fee. Total first-year compensation includes base salary, signing and incentive bonus, and benefits package (the standard percentage used by the organization to calculate the value of benefits). This is our not-for-profit rate (our for-profit rate is 33%).

In addition to our professional fees, we are reimbursed for search related expenses. These include consultant travel at lowest available coach fare and other expenses such as car rentals, meals and hotel expenses. In addition to search committee meetings, we occasionally will travel to meet with potential candidates.

We charge one-third of the expected fee upon execution of the contract and one-third on presentation of the candidate pool. The final payment is guaranteed against successful completion of the process, is invoiced when the successful candidate accepts the offer of employment. The final payment is adjusted to reflect actual compensation and expenses. All invoices are due and payable within thirty days of the invoice date.



## RECENT SEARCHES

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*Livingston Associate, LLC.*

## Recent Searches

New Hampshire Public Radio, President (current)

Iowa Public Radio, Executive Director (current)

WHUT-TV, Howard University, Washington DC, General Manager

KUAC TV/FM, Anchorage, AK, General Manager

KBPS, Portland, Executive Director

WERS, Boston, General Manager

Nebraska Public Broadcasting, Television Manager

Nebraska Public Radio, General Manager

North Dakota Public Radio, General Manager

WMFE TV Membership Manager

Latino USA, Executive Director

Public Radio Program Directors Association, Executive Director

Kohanic Radio, General Manager

WJHU, Baltimore, General Manager

Radio Research Consortium, President

Friends of WLRN Executive Director

WVIA VP Radio

Pacifica National Program Manager

KPFA, Berkeley, General Manager

WISE, General Manager

KBBI, Homer, AK, General Manager

Jazz Works, Executive Director

Eastern Public Radio Executive Director





## WHAT OUR CLIENTS SAY

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*Livingston Associates, LLC.*

## What Our Clients Say

*"Tom Livingston is one of the best professionals I have worked with in my 20+ year career. He understood our needs and delivered the leader we were seeking. I thoroughly enjoyed working with him and I hope to retain his services again sometime in the near future."*

J.J. Pryor, Assistant VP for Communications  
Committee Chair for WHUT GM Search  
Howard University

*"I am so happy and so relieved that we decided to hire Livingston Associates in our search for the KBPS Radio station General Manager/Foundation Board Executive Director. I would highly recommend Tom Livingston and Livingston Associates to any group that is doing a CEO search."*

James Draznin  
KBPS Foundation  
Board VP

*"I'm still amazed at the outcome of your work here. I gave myself lots of time to talk to lots of staff before deciding on ... and plenty of time for me to weigh the issue. I also read and reread your report several times before making the final decision. Appointing ... was a great move, and I'm delighted with such a positive outcome that goes beyond just hiring an able GM. It wouldn't have happened without your assistance."*

Rita Ray  
Executive Director  
West Virginia Public Broadcasting



## ABOUT TOM LIVINGSTON

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*Livingston Associates, LLC.*

### About Tom Livingston

Tom Livingston is a public broadcasting leader and consultant with more than 30 years of experience as a consultant and manager. His company, Livingston Associates, has provided executive search and consulting services to more than 100 public broadcasting clients including National Public Radio, the Corporation for Public Broadcasting and local stations, with services including executive search, strategy and professional coaching. Livingston served two terms as Vice Chairman of the National Public Radio Board of Directors, and over 21 years managed three different public radio organizations including WETA in Washington, DC.

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