

FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES GOVERNANCE COMMITTEE

Zoom Meeting Livestream: <u>http://webcast.fu.edu/</u>

> Friday, March 18, 2022 11:00 AM

Chair: Dean C. Colson, Board Chair Vice Chair: Roger Tovar, Board Vice Chair Members: Carlos A. Duart, Natasha Lowell, Gene Prescott, Marc D. Sarnoff

AGENDA

2.	Interview Potential Presidential Executive Search	Roger To
	Firms/Consultants and Identify Presidential Executive Search	0
	Firm/Consultant to be Retained	

3. New Business (If Any)

4. Concluding Remarks and Adjournment

1. Call to Order and Chair's Remarks

Dean C. Colson

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Dean C. Colson

Dean C. Colson

FIU Board of Trustees Governance Committee Meeting

Time: March 18, 2022 11:00 AM - 3:00 PM EDT

Location: Zoom Meeting

Section	Agenda Item	Presenter	Page		
1.	Call to Order and Chair's Remarks	Dean C. Colson			
2.	Interview Potential Presidential Executive Search Firms/Consultants and Identify Presidential Executive Search Firm/Consultant to be Retained	Roger Tovar	1		
	Florida Board of Governors Regulation 1.002, Presidential Search and Selection		2		
	Presidential Executive Search Firms/Consultants Overview		6		
	Presidential Executive Search Firms/Consultants Presidential/Chancellor Placement		7		
	R. William Funk and Associates		8		
	SP&A Executive Search		10		
	Storbeck Search Diversified Search Group		27		
3.	New Business (If Any)	Dean C. Colson			
4.	Concluding Remarks and Adjournment	Dean C. Colson			

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES Governance Committee

March 18, 2022

Subject: Interview Potential Presidential Executive Search Firms/Consultants and Identify Presidential Executive Search Firm/Consultant to be Retained

Proposed Committee Action:

Pursuant to the delegation of authority from the Florida International University Board of Trustees, as approved by the Board of Trustees on March 3, 2022, (i) interview potential presidential executive search firms/consultants and (ii) identify presidential executive search firm/consultant to be retained by the Florida International University Board of Trustees, upon the formation of the presidential search committee, in accordance with Florida Board of Governors Regulations.

Background Information:

Pursuant to Florida Board of Governors Regulation 1.002, Presidential Search and Selection, the Florida International University Board of Trustees, or its designee, may retain the services of an executive search firm/consultant.

At its March 3, 2022 meeting, the Florida International University Board of Trustees delegated to the Governance Committee the authority, in a manner consistent with the applicable Board of Governors Regulations, to review potential presidential executive search firms/consultants and to select the presidential executive search firm/consultant to be retained.

Consistent with Board of Governors Regulations, the University will engage in negotiations with the selected presidential executive search firm/consultant and such firm/consultant will be retained by the Florida International University Board of Trustees, upon the formation of the presidential search committee.

Supporting Documentation:	Florida Board of Governors Regulation 1.002, Presidential Search and Selection					
	Presidential Executive Search Firms/Consultants Overview					
	Presidential Executive Search Firms/Consultants Presidential/Chancellor Placement					
	R. William Funk and Associates					
	SP&A Executive Search					
	Storbeck Search Diversified Search Group					
Facilitator/Presenter:	Roger Tovar					

1.002 Presidential Search and Selection

- (1) Pursuant to a delegation of authority from the Board of Governors, each board of trustees is responsible for conducting a search and selecting a candidate to serve as the president of the institution, subject to confirmation of the candidate by the Board of Governors. To ensure that the search process is transparent, robust, and designed to attract highly qualified individuals, each university board of trustees must conduct the search process in accordance with the following criteria:
 - (a) The Chair of the board of trustees, in consultation with the Chair of the Board of Governors, shall appoint the members of a search committee comprised of no more than 15 members, one of whom must be a member of the Board of Governors and at least three of whom are members of the board of trustees. Committee members selected to serve on the search committee should consist of individuals from the institution's faculty, the student body, the institution's foundation board, and, if applicable, the institution's financing corporation board. However, none of the individuals selected to serve on the search committee should hold positions that report directly to the president. In addition, the Chair of the board of trustees should consider appointing alumni, donors, and/or members from the community where the institution is located to serve on the search committee. The Chair of the board of trustees will appoint a trustee member of the search committee to serve as chair of the committee.
 - (b) After the search committee is formed, the board of trustees or its designee:
 - i. shall obtain an executive compensation analysis that encompasses all components (salary, benefits, bonuses, and all other forms of remuneration) and that takes into consideration compensation paid to the current president, presidents of peer institutions, as well as other relevant factors (such as market trends, the available qualified pool and relevant competition for candidates), from which the search committee will establish a range of compensation that will be submitted to the board of trustees for approval and use by the board of trustees or its designee in negotiating the employment contract with the final candidate;
 - ii. may retain the services of an executive search firm/consultant, subject to a competitive procurement process or use of a competitively procured, prequalified list, if total compensation will exceed the threshold established in Board Regulation 18.001; and any search firm/consultant that is retained should be familiar, or demonstrate its ability to become familiar, with Florida's Sunshine laws in chapters 119 and 286, Florida Statutes, as applicable to executive searches; and
 - iii. shall provide a charge to the search committee that outlines the scope of the search, the estimated timeline for the search, and the committee's responsibilities.
 - (c) The search committee, assisted by the executive search firm/consultant (if retained), will be responsible for:

- i. oversight of a webpage on the institution's website that includes a link to the home page for meetings of the search committee (notices, agendas and materials), updated lists of persons who have submitted applications, and information on the means of providing stakeholder input, which shall be maintained for purposes of transparency;
- ii. establishing a calendar of public events for the process as they are planned that takes into account the need to align the timing of the selection process with the estimated timeline specified by the board of trustees to the extent feasible, and meeting dates of the board of trustees, and of the Board of Governors for purposes of the confirmation process;
- iii. developing recommended position criteria that are consistent with the institution's mission, strategic plan and aspirational goals, which shall be approved by the board of trustees;
- iv. approving a marketing plan, that will be submitted to the board of trustees;
- v. identifying individuals who may apply, be nominated, or recruited, taking into consideration their experience, qualifications and leadership capabilities under the position criteria to produce a pool of qualified applicants;
- vi. vetting applicants by, at a minimum, ensuring that available public records and online resources are checked in order to narrow the pool of qualified applicants who will be invited to participate in interviews with the search committee and that the references of candidates to be referred to the board of trustees are thoroughly checked;
- vii. determining, under the position criteria, the applicants to be interviewed by the search committee and conducting those first applicant interviews; and
- viii. recommending an unranked list of applicants who are qualified under the position criteria to further the institution's mission, goals and priorities for on-campus meetings or forums with faculty, students, and other stakeholders and for consideration and on-campus interviews by the board of trustees. The search committee is required to submit more than two qualified applicants, selected by a majority vote of the search committee, to the board of trustees for consideration, other than in exceptional circumstances making fulfillment of this requirement infeasible. If more than one candidate is not coming forward, the board of trustees must be notified of the reason and may decline to act.
- (d) The board of trustees or its designee, with the assistance of the executive search firm/consultant (if retained), shall then be responsible for:
 - i. ensuring that at least a preliminary criminal, financial, education and professional background check is conducted for the candidates who are recommended by the search committee to interview with the board of trustees; ensuring that additional screening of those candidates is conducted by contacting other persons or entities that can provide additional

information relevant to the position criteria on the candidate's job performance in his or her current and past positions, an assessment of the candidate's leadership capabilities and management style, ability to work with various stakeholders, and expected effectiveness as an advocate for the institution and the State University System; and ensuring that a background check of the president-elect is finalized prior to recommendation of the president-elect to the Board of Governors for confirmation;

- ii. selecting final candidates for on-campus meetings with faculty, students, the board of trustees, and other stakeholders;
- iii. selecting a final qualified candidate under the position criteria as presidentelect for recommendation to the Board of Governors for confirmation;
- iv. drafting an employment contract covering the financial and key performance terms, to be reviewed by the Board of Governors general counsel prior to execution for compliance with state law, that is consistent with the compensation range approved by the board of trustees, and that is contingent upon confirmation of the candidate by the Board of Governors; and
- v. submitting a written description of the selection process and criteria, the president-elect's qualifications, and a copy of the employment contract to the Board of Governors for consideration in the confirmation process. The president-elect is not eligible to commence employment with the institution or execute the employment contract prior to confirmation by the Board of Governors.
- (2) The Board of Governors' member who serves on the search committee shall be responsible for reporting on the progress of the search and selection process at each regularly scheduled meeting of the Board, and shall serve as a member of any search committee subcommittee established for the purpose of analyzing the appropriate range of compensation for the final candidate. As part of the member's report to the Board, the member will keep the Board informed on matters relating to the range of compensation and other material terms of any proposed employment contract discussed by the search committee or the board of trustees during the search process.
- (3) The Chancellor shall brief the president-elect in preparation for the meeting at which the candidate shall be presented to the Board of Governors for confirmation.
- (4) The president-elect shall personally appear before the Board of Governors at a scheduled meeting for an interview as part of the confirmation process. The Chair of the board of trustees, or designee, will describe the search process and the material terms of the proposed employment contract, and introduce the president-elect to the Board. The president-elect should be prepared to respond to questions related to the institution's mission under its strategic plan, general awareness of

institutional and system metrics, and any priorities established by the Board of Governors for the institution.

Authority: Section 7(d), art. IX, Fla. Const.; History: New 06-23-16, Amended 08-31-17.

Firm	ITN Piggybacking Contact	Presidential/chancellor searches Additional support once new president is hired	Experience with searches in Florida, nationally, and with R1 institutions Differentiating qualities or services	Logistical and administrative support for candidates and committee members as appropriate	, Staff assigned to search	Areas of Specialization	Availability / start date	Will you limit active R1 presidential/chancellor searches in Florida? Nationally? (one search at a time)		Maximum Costs: Professional Fees & Direct/Administrative Fees	Price Incentives/ Discounts	Fee if terminated or leaves	Cancellation of Search	Failed Search
. William Funk & Associates	Can beKrisha CreatreferencedBill Funk	IndianaDest practicesalone, we have successfully completedrelated to onboardingPresident searches at Rutgers University, Indiana• Serve as a confidential liaison between the Board and President during the transition • Ongoing consultation relative to annual performanceUniversity of South Carolina, University of South• Ongoing consultation reviews and check in with the President and	 Sunstitute Laws' It should be noted that we have conducted as many as the last three Presidents at a number of institutions All of the AAU school President searches we of recruiting women and minority candidates to top positions in higher education. We have assisted in breaking the gender and/or color line in the President position alone at over 50 universities located throughout the country. During the past six years, more than fifty-five percent of all of our President, Provost, we have assisted in breaking the gender and/or color line in the position alone at over 50 universities located throughout the country. 	master log of candidates being contacted about the search and their responses, as well as the resume and cover letter of every active candidate. •Works with your search liaison to assist in scheduling meetings and interviews, scheduling and booking meeting rooms as needed,	 Kayla O' Rourke Willie Funk Krisha Creal Research Group will be intrinsically involved in the project from beginning to end Einance Department will provide accurate and informative invoices and will 	higher	Immediately	We agree not to initiate another R-1 search in Florida during the first three months of your search. This eliminates any 'conflict of interest' concerns relative to duplicating candidates or	candidate travel and lodging costs are the most significant out of pocket expenses to be considered in these searches. Our best estimate is that maximum non-fee and consultant administrat ive expenses would likely be	annual salary of the executive being hired. •Propose a 'fixed' retainer fee of \$175,000, plus expenses. •The University will be billed for these expenses as incurred on a monthly basis. •It is our practice to bill the estimated fee in three installments at the first, second, and third months of the engagement. We will bill accrued expenses monthly	Should we be retained to conduct your President search, we will discount subsequent senior-level searches at the University during the next 12 months. The immediate next search will be billed at 30 percent of the anticipated salary and subsequent searches within the year will be billed at 25 percent of the	the candidate selected to be the next President of FIU leaves the position in less than two years — for whatever reason — we will re-do the search for no additional retainer; charging you only for out-of-pocket	retainer and will be due in full at the initiation of the engagement. In the event of any subsequent	with the University
SP& A cecutive Search	Please refer to SP&A Executive Search Section Alberto Pimentel	Reference Presidential Executive Search Firms/ Consultants -	We have experience conducting Presidential searches for R1 institutions and recently completed searches for Florida State University and University of Central Florida and we are in the final stages of the University of South Florida Presidential search.•Our team offers a number of distinct advantages to our clients, including: •Senior Partner Assigned to Each Search •Regional Experience •Experience •Experience •Experience •Experience •Diversity – Over 90% of SP&A employees are women and/or members of underrepresented groups and more than over 60% of SP&A placements have been women and/or members of underrepresented groups.	support to candidates and committee members throughout the entirety of the process including coordinating candidate scheduling and	Partner •Will Gates, Partner •Sal Venegas Jr., Principal	president and	Immediately	Yes. Our firm will only conduct one Presidential search for an R1 institution at a time in order to avoid potential conflicts.	Out-of- Pocket fees: To be discusse d as the amount will depend	Fees: \$19,200	Nonegotians	 Guarantee: SP& A Executive Search will guarantee the placement for a period of twelve (12) months, beginning on the star date of the appointment. If the placed candidate is terminated by FIU during the first twelve (12) months of his/her employment, we will conduct a new search to replace the candidat for no additional professional fee. EIU will be only be responsible for an administrative fee of 12% of the original professional fee plus all new out-of-pocket expenses, EIU is entitled to one replacement search and the search must be initiated immediately following the departure of the placement. This guarantee excludes a candidate who leaves because of a FIU-initiated reduction in force, organizational realignment, or restructuring; or because of a material change in job duties, compensation, or title. If the placement resigns as a result of discovering that FIU has engaged in unethical, immoral, illegal, or inappropriate business practices, then SP& A Executive Search will have no obligation to conduct a new search. 	cancel the assignment at any time. If you decide to cancel the search you will only be financially obligated to pay the accrued fees and expenses as of the cancellation date. The only exception is that a cancellation during the first month of the search incurs an obligation of one installment of the professional fee, indirect	the search at no additional professional fee. Florida International University will only be
orbeck arch ersified earch aroup		conducted or advised on more than 175 president/chan cellor searches for colleges and universities. Focusing on public research	 Storbeck Search and DSG teams have partnered Florida & R1 institutions on multiple searches for a range of academic and senior- 	 define the necessary qualities of attractive candidates Manage all the application processing, acknowledgement, posting of advertising, coordination of initial interviews, and candidate travel. We would seek assistance from the University concerning your policies regarding tracking of AA/EOE information We would coordinate with University-assigned staff concerning scheduling of meetings and logistical needs such as meeting rooms, meals, etc. 	Storbeck, Global Education Practice Lead and Managing Director •Tom Fitch, Managing Director •Amanda Bennett, Senior Associate	higher education executive search across	Immediately	We can agree to limit active R1 president/ chancellor searches in Florida and would consult with you about national searches that may come up.	\$167,000	\$197,000		If a candidate we place leaves the position within 12 months of their start date, we will reinitiate, for expenses only, a search for the same position and level as the original placement, under the following circumstances: (I) the placement's departure is for cause, or (II) the placement resigns (for reasons that do not include a material change in the job requirements).	made, and the search is cancelled, we would discuss the terms with you. Cancellation of a search is an	

FIRM	PRESIDENTIAL/CHANCELLOR PLACEMENT (18-36 MONTHS)
R. WILLIAM FUNK & ASSOCIATES	 President Rutgers University, R1 President, Indiana University, R1 President, Texas A&M University, R1 President, University of South Carolina, R1 President, University of South Alabama President, University of Central Washington
SP&A EXECUTIVE SEARCH	 President, UCF, R1 President, USF, R1 President, FSU, R1 President, California State University, Monterey Bay
STORBECK SEARCH DIVERSIFIED SEARCH GROUP	 President, Temple University, R1 President, Colorado College President, Michigan State University, R1 President, Haverford College President, Ursinus College President, Lake Forest College President, Widener University President, Our Lady of the Lake University President, Pennsylvania College of Technology President, SUNY Empire State College President, Rhodes College



R. William Funk & Associates is the premier firm dedicated to higher education search consulting. Led by its founder and President, R. William (Bill) Funk, the firm is recognized for its unparalleled record in recruiting many of the nation's most esteemed college and university leaders.

Our firm has had the privilege of recruiting more Presidents and Chancellors to notable universities in the past several decades than any other firm or collection of firms. For example, we have recruited Chancellors/Presidents two-thirds of all public AAU universities. It might also be of interest to you to know that we have recruited Presidents or Chancellors to more than one-half of the U.S. News & World Report's most recently published "Top 30 National Universities."

Mr. Funk, our founder, is the best known and most widely respected search consultant serving higher education. He has been called the "guru of higher education recruiting" by *The*



Chronicle of Higher Education and is listed as one of the 200 best executive recruiters in the world in The Global 200 Executive Recruiters: An Essential Guide to the Best Recruiters in the United States, Europe, Asia, and Latin America (Jossey-Bass, Inc.).

On Wisconsin, a University of Wisconsin publication, proclaimed in an article several years ago, that "...Funk is higher education's ultimate insider, its answer to the Kevin Bacon game: his list of friends and acquaintances includes the top officials at nearly every major American university. Pick any school on the map, and you're likely to find no more than a few degrees of Bill Funk. ...he has become the most highly regarded search consultant in higher education."

The Funk firm has conducted more than 430 searches for college and university Presidents and Chancellors. Universities for whom we have recruited a President or Chancellor are, among many others: University of North Carolina at Chapel Hill, University of Virginia, Georgia Tech, North Carolina State University, Clemson University, University of Washington, Rutgers University, University of Arizona, University of Delaware, Indiana University, Texas A&M University, Purdue University, University of California System, University of Kansas, University of Oregon, University of Texas at Austin, University of Georgia, University of Utah, University of Houston, San Diego State University, University of Florida, the University of South Carolina and the University of Southern California, et.al.

(Over the years, we have been very active recruiting university Presidents in Florida, including: University of Florida, Florida State University, Florida Poly University, University of West Florida, the Florida Board of Governors, University of Miami, and University of South Florida St. Petersburg.)



Our firm is an equal opportunity employer with an unparalleled record of placing women and underrepresented minorities in chief executive roles across the higher ed landscape. We are particularly proud of our role in bringing forward qualified women and minority candidates for consideration by the Search Committees with which we have worked.

Several years ago, the Women's Network of the **American Council on Education** awarded Mr. Funk and his team its annual "Network Leadership Award" in recognition of our work in recruiting women into senior levels of leadership in higher education.

As a reflection of our commitment to diversity, the following minority and women Presidents and Chancellors Mr. Funk and his team have assisted in recruiting are among many others:

Jonathan Holloway, President of Rutgers University; Michael V. Drake, President of Ohio State University (subsequently named President of the University of California System); Renu Khator, President of the University of Houston; Pam Whitten, President of Indiana University; Kathy Banks, President of Texas A&M University; Neeli Bendapudi, President of the University of Louisville (recently named the new President of Penn State); Ruth Watkins, President of the University of Utah; Nancy Cantor, Chancellor of Rutgers University - Newark; Andrew Hsu, President of the College of Charleston; Franklin Gilliam, Chancellor of University of North Carolina Greensboro; Adela de la Torre, President of San Diego State University; Tarek Sobh, President of Lawrence Technological University; Sue Thomas, President of Truman State University; Phoebe Haddon, Chancellor of Rutgers University – Camden; Denise Trauth, President of Texas State University, Jenny Coyle, President-elect at Pacific University and Mim Runey, President at Johnson & Wales University.

We are particularly proud of having broken the color and/or gender line in President/Chancellor searches at more than 50 universities around the country. In the past six years over 55 percent of our successful President, Provost, and Dean placements have been women or minority candidates.

We are a proud member of the American Council on Education's 'Executive Search Roundtable' and participate frequently and enthusiastically with ACE's leadership training activities. Please visit our website at www.rwilliamfunk.com.





Presidential Search

Introduction to SP&A Executive Search

Submitted by: Alberto Pimentel Managing Partner <u>a.pimentel@spaexec.com</u> (562) 360-1712



March 2022



Firm Overview

SP&A Executive Search (formerly known as Storbeck/Pimentel & Associates, Inc.) was established in April 2007 and is a privately-owned woman and minority executive search firm specializing in and exclusively dedicated to serving the higher education and non-profit sectors. The firm is supported by 16 consultants and support staff and maintains offices in Los Angeles, CA and Dallas, TX. In 2017, Forbes ranked SP&A among the top 25 executive search firms in the country.

Prior to establishing SP&A Executive Search, our consultants served in leadership capacities at leading national and international executive search firms. Our firm is led by the same search personnel that many institutions of higher education have come to know and trust. Our consulting team includes Alberto Pimentel, Will Gates, Emilia Cruz, and Sharon Tanabe—each with over 20 years of executive search experience. Collectively, they have conducted more than 2,200 senior administrative level searches for higher education clients. Their collaborative approach, dedication to clients, and continual focus on providing the highest quality of service has become their trademark.

The executive search roots and experience base of SP&A Executive Search are among the most extensive and highly regarded in higher education executive search. Over onethird of all the searches conducted by the firm have been for the positions of president and chancellor and an even larger proportion have been for the wide array of senior officers including: provosts, vice presidents for all functional areas, academic deans, directors, and other senior administrators.

Our Mission and Philosophy

The mission of SP&A Executive Search is to serve as the premier search entity in the country dedicated to fulfilling the leadership needs of education, social, cultural, and philanthropic institutions. We are committed to enhancing the performance of our higher education/non-profit clients by enabling them to build high-impact, values-based leadership teams that embrace and promote diversity, equity, and inclusion.

Our firm's philosophy begins with our deep commitment to you, our client. Our obligation to you is of paramount importance to us. We will identify and recruit highly qualified candidates and assist you in making the right hiring decision for your organization. Our responsibility includes making certain you are aware of each candidate's potential, attributes, weaknesses and needs and in turn, we make sure candidates are aware of your expectations. Moving candidates through the recruitment/hiring process is at every step—a two-way street. Our role is to inform you



of all pertinent issues impacting the search process and the candidates while facilitating every phase of the search.

Our responsibility to our candidates include treating them with respect, providing accurate information in a timely manner, and guiding their expectations on behalf of the client to ensure consistency and clarity between all parties. Lastly, we inform candidates when they are not selected for the position and, as permitted by the client, share the reason(s) for the client's decision. To do this effectively, our client must communicate with candor the information that we are allowed to share with candidates. Our goal is to represent the needs and interest of our client in a vigorous and diligent manner while treating all candidates with dignity, fairness, and honesty.

Furthermore, we firmly believe that recruitment of high-quality candidates is simply not enough. Through our consultative partnerships we also provide insights and guidance about the importance of candidate retention. In a recent study of searches conducted by our team members, we found that more than 96% of our dean and vice-president placements remain in their appointed positions for a minimum of four years while 98% of our president/chancellor placements remain in their roles for more than eight years, making our retention rate one of the best in the industry.

Search Experience

SP&A Executive Search has a proud record of successfully recruiting presidents, chancellors, and other senior level administrators for many of our country's public research universities. Our commitment to these institutions is long standing and more than half of the searches we complete annually are for administrative positions at large, public research universities. When conducting presidential/chancellor searches, we interact extensively with members of the Board of Trustees and guide them through every aspect of the search process. We understand the political pressure and legal restrictions under which they must conduct their work and appreciate their commitment to pursuing an excellent outcome while balancing the need for transparency and inclusion.

In the last 24 months alone, we have successfully completed presidential searches for University of South Florida, Florida State University, University of Central Florida, University of California System, University of Idaho, and Boise State University. We have also conducted vice president level searches at the University of Kansas, Kansas State University, University of Nebraska-Lincoln, Auburn University, University of Texas, and Texas Tech University.



Experience with Florida's Sunshine Law

SP&A Executive Search has successfully conducted high-profile searches in: Florida, Idaho, Washington, Nevada, Colorado, Texas, Arizona, New Mexico, and Wyoming. All of these states have laws that require a high level of transparency and invite substantial public scrutiny. Yet, in each case, we designed a search process that attracted high quality candidates while effectively balancing the need for confidentiality against the desire for transparency and inclusion. Specific to this presidential search, we are familiar with and possess a significant amount of experience effectively navigating Florida's Sunshine Law. Most recently, our firm conducted the University of South Florida Presidential search, Florida State University Presidential search, and the University of Central Florida's President, Senior Vice President for Administration and Finance, and Vice President for Information Technology and Chief Information Officer searches. All of which attracted significant internal and external scrutiny. During the last five years, we have also completed nearly one dozen executive and dean level searches at Florida State University and successfully addressed the need for public engagement and participation while not sacrificing candidate quality. Our understanding of Florida law allowed us to implement a process that provided much needed transparency, inspired confidence in the process, and resulted in the hiring of the University's first-choice candidate.

Conducting a high-profile presidential search while abiding by Florida's Sunshine Law requires the effective coordination of all aspects of the search process, the ability to move the process quickly, flexibility in the recruitment phase, and a well-developed partnership between the Search Advisory Committee and the consultant. It also requires all parties involved in the process be made aware of their duties, responsibilities, and legal limitations. To assist with this matter, it is often helpful to have legal counsel inform the Search Advisory Committee during the initial phase of the search about how state law and university policy (the do's and don'ts) may impact the search process. We have also found that high-profile searches benefit from the following:

- Designating the Chair of the Board of Trustees or the Chair of the Search Advisory Committee as the primary spokesperson for the search.
- Developing a thoughtful media and communication plan for providing periodic updates regarding the status of the search. This could be done by creating a presidential website and regularly posting updates including press releases, internal memos, and other relevant search information.
- Providing the Chair of the Search Advisory Committee and/or their designee with direct access to the University's Director of Communications.
- Publicly releasing a detailed description of the search process, the search timeline, and the Position Profile as soon as they are available.



- Publicly advertising stakeholder forums with ample time for individuals to participate.
- Providing a secure, password-protected website for disseminating prospect and other search related information to the Search Advisory Committee.
- It is not uncommon for high-profile public university searches to attract the attention of elected officials who may want to provide their input and guidance. A plan for handling this type of participation must be developed prior to recruiting candidates.
- In some high-profile searches, vocal community, alumni, student, and faculty groups may express their feelings in support of or against the process and/or candidates via social media campaigns or organized protests. A strategy must be developed to moderate this energy and provide constructive vehicles to engage these groups and solicit their feedback.

To recruit and maintain the interest of candidates engaged in a high-profile search process, the search firm must fully explain to candidates the precise timing and nature of any and all potential public exposure. The firm must also describe what "public exposure" entails (e.g. people contacting their campus/organization, press releases, media coverage, in-person on campus interviews, candidates' bio/CV posted on the university website, etc.). There is no doubt that some candidates will decide against participating in an "open" search process, however there are many qualified leaders who would be willing to endure the public exposure in order to pursue the Florida International University presidency.

If selected to conduct the search, the lead consultant will provide numerous other strategies for managing the search that is sure to capture the attention of the public.



Experience and Success in Providing Diverse Candidate Pools

Ensuring a diverse pool of candidates is as much a priority for us as it is for our clients. In practicing what we preach, the members of our firm (of which more than 90% are women and/or members of underrepresented minority groups) reflect the diverse world in which we live. We take pride in our record of developing diverse pools of candidates and diverse placements. To accomplish this, we reach out to conventional and non-conventional sources for promising leads.

As a result of our efforts, we have had tremendous success in placing a large number of women and minorities in senior positions at institutions of higher education throughout the United States. Achieving this level of success has not been easy, but we have overcome recruitment obstacles by working in close partnership with our search committees and our client's administrative team. Past experience clearly demonstrates that we are able to improve our ability to develop the most qualified and diverse candidate pool when:

- The institution is committed to diversity not only in words, but also in its actions.
- The institutional environment is welcoming to members of underrepresented groups.
- Search Committee members are willing to get personally involved in the recruitment process by concentrating on the set standards and qualifications for the position and maintaining a strong focus on the representation of diverse candidates.
- Key members of the institution's senior administration are personally involved in the search process. Recruitment of an outstanding and diverse candidate pool is everyone's responsibility, not only that of the search firm.
- The client institution has realistic expectations of candidates who are members of underrepresented groups as well as the qualifications they must possess.

Our strongest tool for recruiting diverse candidates is our extensive relationships among women and minorities across the country and we will leverage this network on your behalf. These efforts will be supplemented by the work done by our research analysts. Our research team will identify specific individuals from underrepresented groups across the country who are not actively seeking a new employment opportunity, but meet the criteria described in the position description. We will make direct contact with these individuals and provide them with compelling and persuasive reasons to consider the opportunity. If our efforts are rejected, we will be tenacious and identify other



recruitment strategies including the involvement of one of the firm's other senior consultants, the committee chair, and/or member of the Board of Trustees. We will not allow the initial rejection to discontinue the recruitment of a reluctant, but high-quality diverse candidate.

Finally, to assist with our recruitment efforts, we have developed a robust and up-todate database specifically containing information about women, minorities, and other underrepresented individuals at colleges and universities, foundations, professional associations, and other education related institutions throughout the country. We will utilize this database as a mechanism for seeking nominations and recruiting candidates for our searches.

Our firm is proud of its strong track record of providing candidate pools in which women, minorities, and members of underrepresented groups are well represented. We believe that our special recruiting and outreach efforts are worthwhile, desirable, and quite productive. In surveys of our completed searches, more than 60% of SP&A Executive Search placements have been either women or members of underrepresented groups. As a woman and minority owned firm, we are committed to doing everything necessary to assure that a diverse candidate pool is assembled for every search we conduct.



Identification and Consideration of Nontraditional Candidates

In an effort to provide Boards of Trustees and Search Committees with exceptional candidate pools from which to select, we are regularly asked during presidential searches to recruit candidates from fields outside of higher education. To that end, our presidential candidate pools have included U.S. senators, governors, senior executives at Fortune 500 companies, current and former presidential cabinet members, state supreme court justices, high-ranking military officials, senior executives of national and international non-profit organizations, and other nationally- and regionally-known leaders. Our experience in recruiting this type of individual is extensive. However, it is important to note that presidential searches require careful consideration regarding the skills, qualifications, and background necessary to meet the specific needs of the University. Therefore, when seeking nontraditional candidates it is important to identify the appropriate fields from which to recruit rather than recruiting from those that would not be complementary to the needs of the University. Moreover, when recruiting nontraditional candidates great care and deliberation are required as it is incredibly easy to damage relationships that may be important to the University at a later date. If selected to conduct this search, our consultant will provide specific strategies for recruiting nontraditional candidates.

While nontraditional candidates may be intriguing and exciting, there are several pros and cons that must be considered including:

<u>Pros</u>

- Nontraditional candidates often identify new issues and opportunities that are overlooked by those in academia because they bring a fresh perspective to the University.
- Based on the professional training and experience of nontraditional candidates, their approach to problem solving and their analysis of issues may be very different from what has been done historically. Depending on their field of expertise, nontraditional candidates may have a stronger sense of urgency and accountability.
- Nontraditional candidates typically have a professional network that is quite different from those held by individuals in academia. Therefore, the University would benefit from having access this new network.
- Nontraditional candidates may bring a heightened level of visibility, attention, and credibility to the University.
- For stakeholders who are concerned about the direction the University has taken, the appointment of a nontraditional candidate may signal the end of "business as usual." This often generates increased enthusiasm and support for the University.



 Nontraditional candidates do not shy away from making difficult or unpopular decisions because they are not afraid to challenge conventional thinking or existing structures.

<u>Cons</u>

- If the candidate comes from a political background and is strongly identified with one of the political parties, they may come to the University with significant political "baggage" and strong detractors.
- A nontraditional candidate may have initial difficulty in achieving respect and credibility among the faculty.
- Candidates outside of academia are often not prepared to deal with the slow pace at which movement and innovation occur on a campus. They can easily become frustrated by the bureaucracy and the internal political forces that impact the day-to-day operation of the University.
- While some candidates can deal with the day-to-day operation of the University, they can at times have trouble navigating the external political and budgetary environment they must contend with.
- Some candidates can be overwhelmed by the heightened level of public scrutiny and attention associated with the search process as well as the Presidency itself.
- Some nontraditional candidates may have an overly romantic and naïve perception of the role of a university president while others may use the role as a transitionary opportunity as they wait and plan their next career move. This is especially true of elected officials who have aspirations of higher office.
- Some individuals do not have the necessary experience or temperament to engage in public activities or fundraising.
- Most nontraditional candidates are not well-versed in the shared governance model found at universities and as a result they may make decisions that violate protocol or are viewed as lacking transparency and faculty engagement.



Search Team

Personnel

Given the scope of this assignment, we propose creating a search team consisting of two partners, a principal, and a research analyst. Mr. Alberto Pimentel, Managing Partner, will have primary responsibility for all aspects of the search including: the initial consultation; candidate identification and recruitment; candidate assessment and evaluation; and reference checks. Mr. Pimentel has a strong history of successfully representing public research universities in the recruitment of a wide range of senior level academic and administrative officers and a deep understanding of the mission of Hispanic-Serving Institutions having conducted over 70 searches for these institutions over the last five years. In recent history, Mr. Pimentel has also conducted the University of South Florida, Florida State University, and University of Central Florida Presidential searches and is very familiar with the national and regional public higher education marketplace. Moreover, his in-depth, current knowledge about the State of Florida and its higher education landscape could prove vital in the recruitment of high priority candidates.

Mr. Gates, Partner, and Mr. Salvador Venegas, Principal, will assist with candidate recruitment, interview coordination, and reference/ background checks. Mr. Spencer Jacobson, Director of Research, will oversee research support for this assignment and Ms. Susie Camarillo, Executive Assistant, will provide administrative and logistical support. Collectively, this team will be responsible for maintaining SP&A Executive Search's commitment to quality and exceptional customer service throughout every aspect of the process.

The search team will work closely with other members of our firm to guarantee that a thorough national search is conducted and that all of our resources are leveraged on your behalf. As an executive search firm exclusively dedicated to serving clients in higher education, all members of our firm have a keen and thorough understanding of how to best support senior level searches.





Alberto Pimentel Managing Partner <u>a.pimentel@spaexec.com</u>

Education:

- Harvard University, Graduate School of Education, M.Ed.
- Harvard University, John F. Kennedy School of Government, M.P.A.
- Point Loma Nazarene University, M.A., Education Administration
- California State University, Los Angeles, B.A.

Executive Search Experience:

Mr. Pimentel has led and managed hundreds of search assignments for a variety of public and private universities and colleges, non-profit organizations and governmental agencies over the course of the past 23 years. He has successfully recruited candidates for both academic and administrative positions for university systems as well as individual campuses. His experience includes conducting searches for CEOs, chancellors, presidents, provosts, vice presidents (of all functional areas), academic deans, and other senior administrators. Previous clients include: University of South Florida; Florida State University; University of Central Florida; University of California Office of the President; UC Berkeley; UC Davis; UC Santa Cruz; University of Idaho; Boise State University; Oregon State University; Colorado State University; University of Nevada, Reno; University of Arizona; University of Texas; and Kansas State University.

As a graduate of a Hispanic-Serving Institution himself and having a long history of serving these types of institutions, Mr. Pimentel possesses a deep commitment to and personal understanding of the HSI mission and the communities these institutions serve.

Professional Experience:

- Vice President in the Education/Non-Profit Practices of Edward W Kelley & Partners and its predecessor, A.T. Kearney Executive Search
- Principal in the Education/Non-Profit Practice of Korn/Ferry International (Los Angeles office)
- Consultant in the Education/Non-Profit Practice of Witt, Kieffer, Ford, Hadelman & Lloyd
- Teacher, counselor, teacher advisor and program coordinator for the Los Angeles Unified School District





Will Gates Partner w.gates@spaexec.com

Education:

- University of California, Los Angeles, M.B.A
- United States Military Academy at West Point, B.S., Engineering

Executive Search Experience:

Mr. Gates has over 24 years of experience in all facets of executive search and has conducted over 350 senior level searches in the fields of higher education, advanced technology, consumer goods, media enterprises, government, general business, and non-profit. His experience encompasses successful searches for executive positions including: president/CEO, vice presidents (for various functional areas), board members, development executives, national laboratory directors, and assorted other administrative positions. Previous clients include: UCLA; UC San Diego; UC San Francisco; University of Arizona; University of Kansas; University of Nebraska-Lincoln; Texas A&M University; Montana State University; and Florida State University.

Professional Experience:

- Principal in the Education/Non-Profit Practices of Edward W Kelley & Partners and its predecessor, A.T. Kearney Executive Search.
- Principal with Morgan Samuels Company in Beverly Hills, CA.
- Consultant with the Los Angeles office of Korn/Ferry International.
- Recruiting Officer for the Data Systems Division of Litton Industries.
- Captain in the Air Defense Artillery of the United States Army.

Professional Achievements and Activities:

Mr. Gates has published articles on recruiting and career development, has been interviewed by a variety of publications and has appeared on Wall Street Journal Week.



Salvador Venegas Principal

Education:

Occidental College, Los Angeles

Executive Search Experience:

Mr. Venegas' career in executive search spans over a decade and he has been exclusively dedicated to serving higher education and non-profit clients. He has worked closely with the partners of our firm in managing all aspects of the search process including strategy development and candidate recruitment and vetting. He has extensive experience recruiting all senior administrative positions in higher education. Previous clients include: University of South Florida, Florida State University, UC Davis, University of Nevada, Las Vegas, University of Nevada, Reno, University of Arizona, Oregon State University, University of Washington, University of Wyoming, and Colorado State University.

Professional Experience:

- Consultant for Education Practice of Edward W Kelley & Partners
- Research Analyst for A.T. Kearney Executive Search
- Content Development Manager for EarthLink, Inc.



Spencer Jacobson Director of Research

Education:

- Chapman University, M.A., Criminal Justice Administration
- Occidental College, B.A., History

Executive Search Experience:

In his current role, Mr. Spencer Jacobson is responsible for leading the team of research analysts who support our consultants and directing the strategy and execution of our research efforts. Specifically, he, along with our research organization, collects and analyzes market data and develops research strategies in support of our client assignments. In addition, he guides the research staff in conducting preliminary background checks on all candidates and maintaining multiple databases containing information regarding prospective candidates and target universities. Mr. Jacobson has been involved in all facets of the search process and has successfully been responsible for guiding the research efforts for hundreds of public and private college and university searches. His experience encompasses all academic and administrative positions.

Professional Experience:

At the foundation of Mr. Jacobson's professional career is 12 years of investigative experience across the western United States. This experience includes all aspects of the investigative process including conducting background investigations and intelligence gathering for both criminal and civil litigation.

- Graduate of The Academy of Legal Investigators
- Senior Northwest Investigator for Claims Verification, Inc.
- Associate for Chance Investigations, Inc.
- Senior online marketing and intelligence specialist for A.D.D. Marketing



Pricing

- Professional Fees: Usually, professional fees for our services are based on one-third of the total first year's cash compensation with a minimum fee of \$60,000. First year cash compensation is defined as base salary plus any paid or deferred compensation earned in the first 12 months of employment, such as incentive cash bonus and/or signing bonus, but not including relocation related reimbursement. However, given our strong desire to partner with Florida International University on this important assignment, we are also willing to offer the following two options:
 - Option #1: Fixed fee/Flat-fee rate Prior to initiating the search, the consultant and client will agree upon a flat professional fee to conduct the assignment. This fee would not be dependent on the placement's final compensation. The amount of a fixed or "flat" fee is typically lower than a fee based on one-third of the total first year's cash compensation.
 - Option #2: Capped fee rate This option provides an opportunity for the client to limit (cap) the maximum amount of the overall professional fee (to be specified as a "not-to-exceed" amount).

We are open to discussing the fee structure and designing a plan that will work with your budget.

- Indirect Expenses/Engagement Support Fee: In order to cover other more difficult-to-track expenses such as research, initial background checks, postage and internal telephone, fax, photocopying, and basic report production, we charge an Indirect Expenses/Engagement Support fee equal to 12% of the professional fee—a reduction from our typical Indirect Expenses/Engagement Support fee of 15% of the professional fee.
- Out-of-Pocket Expenses: Our expenses are billed separately for consultant and candidate travel (transportation, meals, lodging, etc.), advertising, professional printing services for extensive report production, and courier services. All expenses are fully reimbursable and billed at cost (including taxes). We will work with the committee to develop a budget, contain costs, and conduct the assignment in the most cost-effective manner without compromising the quality or thoroughness of our work.



Pricing (continued)

- Advertising Costs: Advertising costs vary depending on the use of electronic versus print media, the size of the ad, the number of publications, and the number of times the ad appears in each publication. However, advertising costs can be controlled through more frequent use of online advertisement services or a blend of online and print media. All costs associated with advertising the position will be the responsibility of the client, but we will assist in placing the advertisements.
- Candidate Travel Expenses: The amount spent on candidate travel is dependent on the number of candidates the committee chooses to interview, the number of interviews required, and the geographic proximity of each candidate. All costs associated with candidate travel will be the responsibility of the client.
- Consultant Travel Expenses: The lead consultant will travel to meet with the Search Advisory Committee throughout the search process. It is our standard practice to contain costs as much as possible, therefore the consultant will seek the committee chair's approval prior to traveling on the client's behalf.
- Background Investigations: As part of the candidate vetting process, we will employ the services of FRASCO Profiles, Inc. to conduct in-depth background checks on all finalist candidates. Due to the various options available the cost to conduct background investigations (beyond reference checking) will vary per candidate. We will discuss all options and associated costs with the Search Advisory Committee Chair prior to initiating background investigations on each finalist. SP&A Executive Search will initiate background investigations, but the client will be responsible for the costs incurred. On average, the cost of a background investigation is \$300.00 – \$500.00 per candidate.
- Assignment Cancellation: You have the right to cancel the assignment at any time. If you decide to cancel the search you will only be financially obligated to pay the accrued fees and expenses as of the cancellation date. The only exception is that a cancellation during the first month of the search incurs an obligation of one installment of the professional fee, indirect expenses/engagement support fee, plus all incurred out-of-pocket expenses.



Pricing (continued)

- Invoicing: The professional fees will be payable in four (4) installments and out-of-pocket expenses will be billed monthly. Professional fee payments will be invoiced as follows: The first installment of 30% of the professional fee will be invoiced upon signature of the contract; the second installment of 30% will be invoiced upon presentation of prospects to the Search Advisory Committee that meet the stated qualifications; the third installment of 30% will be invoiced upon the identification of semi-finalist candidates to be interviewed by the Search Advisory Committee; and the fourth installment of 10% will be invoiced upon acceptance of an offer by the selected candidate. In the event there are any outstanding out-of-pocket expenses, a fifth and final installment will be invoiced.
- Guarantee: SP&A Executive Search will guarantee the placement for a period of twelve (12) months, beginning on the start date of the appointment. If the placed candidate is terminated by FIU during the first twelve (12) months of his/her employment, SP&A Executive Search will conduct a new search to replace the candidate for no additional professional fee. FIU will be only be responsible for an administrative fee of 12% of the original professional fee plus all new out-of-pocket expenses, such as consultant travel, candidate travel, advertising, photocopying, express mail charges, etc. FIU is entitled to one replacement search and the search must be initiated immediately following the departure of the placement.

This guarantee excludes a candidate who leaves because of a FIU-initiated reduction in force, organizational realignment, or restructuring; or because of a material change in job duties, compensation, or title. If the placement resigns as a result of discovering that FIU has engaged in unethical, immoral, illegal, or inappropriate business practices, then SP&A Executive Search will have no obligation to conduct a new search.

Florida International University Presidential Search

Board Presentation March 17, 2022

PRESENTED BY Shelly Weiss Storbeck, Global Education Practice Lead and Managing Director R. Thomas Fitch, Managing Director



STORBECK SEARCH | DSG: Points of Distinction

- Our Mission: *Cultivating New Leadership for a Changing World*
- Leading search firm specializing in higher education executive search
- 125+ searches conducted annually
- Part of Diversified Search Group (DSG), the largest woman-founded, womanled executive search firm in the world
- 80 consultants and full-time staff support DSG's education practice nationally
- Two-thirds of searches are conducted for returning clients
- 56% of placements identify as women; 46% identify as persons of color
- 87 percent of president/CEO placements are either still in office or served for five years or more
- Exceptional "91" Net Promoter Score for the Education Practice (measure of quality of search methodology and client satisfaction)



EXPERIENCE SERVING SIMILAR INSTITUTIONS

We believe that we are well positioned to assist Florida International University in its search because of our ability to be expansive in the search. As a part of **Diversified Search Group**, we have the ability to reach out to our deep networks across the education, nonprofit, healthcare, private, and public sectors to identify fresh sources of potential candidates.

We have led **president/chancellor** searches on behalf of the following **large public institutions**:

- Central Michigan University
- Grand Valley State University
- Indiana University
- Kent State University
- Michigan State University
- Rutgers University–Camden
- Temple University
- University of Colorado (active search)

- University of Maine
- University of North Carolina at Charlotte
- University of Pittsburgh
- University of Wisconsin–Madison
- University of Wisconsin–Milwaukee
- Wayne State University



EXPERIENCE SERVING FIU

Our Diversified Search Group teams have led the following searches for FIU:

- Dean, Robert Stempel College of Public Health & Social Work
- Dean, College of Business
- Dean, College of Engineering & Computer Science
- Dean, College of Law
- Dean, College of Medicine & Senior Vice President for Health Affairs
- Executive Director, Latin American and Caribbean Center (active search)



YOUR TEAM: Shelly Weiss Storbeck

- Founder, Storbeck Search; Global Education Practice
 Lead and Managing Director, Diversified Search Group
- 20+ years in higher education executive search and
 500+ searches completed
- Recent presidential search clients include: Michigan State University, Temple University, and Rutgers University–Camden
- 2020 recipient of the ACE Donna Shavlik Award in recognition of lifelong commitment to advancing women in higher education and ensuring women's equitable representation across the leadership pipeline



Education

A.M. Bryn Mawr College B.A. Dickinson College



YOUR TEAM: Tom Fitch

- Previous work experience in student affairs and recruiting at the University of Tennessee-Knoxville, Mercer University, Atlanta College of Arts, the University of Georgia
- Recent searches include presidential searches at Georgia College & State University, Grand Valley State University, Michigan State University, the University of North Carolina at Charlotte



Education

Ph.D. University of GeorgiaM.Ed. University of VirginiaB.A. University of Virginia



THE PRESIDENTIAL SEARCH PROCESS



Intentionality: Building a Diverse Pool

- It starts at the very beginning committee charge and composition, language in position profile, etc.
- We cast a broad net for diversity of all forms and for non-traditional candidacies in our aggressive sourcing.
- We anticipate prospects' questions, develop an authentic narrative, and follow up tenaciously.
- We have been trained in unconscious bias and are equipped to help committees identify issues related to bias and inclusiveness in the search process.
- We are well networked and have a proven track record of success.



Intentionality: Carefully Vetting the Candidates

- Database review
- Internal networking firmwide
- Internet searches
- Negative press and social media checks
- "On-list" reference checking
- Deep background checks
- "Off-list" reference checking
- Personality inventory



Best Practices

- Board members form the largest group represented on the search and screen committee
- Significant engagement with campus communities before and during process
- Confidentiality
- Regular updates to the Board



Communications

- Presidential search website
 - Information to the community
 - Information for candidates
 - Regular updates to the community as the search achieves certain milestones
- Regular updates to the Board from the Search Chair and Committee
- Confidentiality Essential for the success of the search



THANK YOU

