



FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
GOVERNANCE COMMITTEE

Zoom Meeting

Livestream: <http://webcast.fiu.edu/>

Thursday, March 17, 2022
12:00 PM

Chair: Dean C. Colson, *Board Chair*

Vice Chair: Roger Tovar, *Board Vice Chair*

Members: Carlos A. Duarte, Natasha Lowell, Gene Prescott, Marc D. Sarnoff

AGENDA

- | | |
|---|----------------|
| 1. Call to Order and Chair's Remarks | Dean C. Colson |
| 2. Review Presidential Executive Search Firms/Consultants | Roger Tovar |
| 3. New Business (<i>If Any</i>) | Dean C. Colson |
| 4. Concluding Remarks and Adjournment | Dean C. Colson |

FIU Board of Trustees Governance Committee Meeting

Time: March 17, 2022 12:00 PM - 3:00 PM EDT

Location: Zoom Meeting

Section	Agenda Item	Presenter	Page
1.	Call to Order and Chair's Remarks	Dean C. Colson	
2.	Review Presidential Executive Search Firms/Consultants	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		8
	Greenwood/Asher & Associates, LLC		9
	Myers McRae Executive Search and Consulting		21
	R. William Funk and Associates		31
	SP&A Executive Search		33
	Storbeck Search Diversified Search Group		50
3.	New Business <i>(If Any)</i>	Dean C. Colson	
4.	Concluding Remarks and Adjournment	Dean C. Colson	

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee

March 17, 2022

Subject: Review Presidential Executive Search Firms/Consultants

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) review potential presidential executive search firms/consultants and (ii) recommend presidential executive search firms/consultants for interviews with the Florida International University Board of Trustees Governance Committee.

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 Full Board 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.

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
Greenwood/Asher & Associates, LLC
Myers McRae Executive Search and Consulting
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, pre-qualified 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 president-elect 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 Cost (not including direct fees)	Maximum Costs: Professional Fees & Direct/Administrative Fees	Price Incentives/ Discounts	Fee if terminated or leaves	Cancellation of Search	Failed Search
GREENWOOD/ASHER & ASSOCIATES, LLC	FIU Contract	Jan Greenwood, Ph.D.	Reference Presidential Search Firms/Consultants - Presidential/Chancellor Placement	<ul style="list-style-type: none"> Transitional planning services for the placement, team & Board of Trustees including: Executive Coaching, Leadership Assessment Tools, Team Development and Follow-up Workshops Leadership assessment tools provide a comprehensive leadership assessment and development report Report highlights: well-developed strengths, satisfactory strengths, and areas that need development. 	<ul style="list-style-type: none"> Five (5) person search team specializing with Sunshine Law and FOIA expectations 3 decades of experience with R1 institutions including land grant institutions, state flagship institutions, and/or Carnegie Classification Example institutions can be found in the Greenwood/Asher Section 	<ul style="list-style-type: none"> Full service retained search firm (do not use subcontractors) Completed over 2,000 searches and with 30 years collective experience G/A&A consultants have achieved a 97% client return rate for past 3 decades Our clients have appointed a woman or person of diverse identity in over 57% of our searches Additional services to enhance the decision-making of the board including market research by artificial intelligence (AI) to engage a broad constituency, leadership, psychological, and soft skills assessments and/or comprehensive background checking 	<ul style="list-style-type: none"> G/A&A is part of the Kelly infrastructure that will provide logistical and/or administrative support for G/A&A G/A&A will work closely with the Board/search committee to identify a process and consulting and/or support to meet their needs. For candidates, we shepherd them throughout the process and if hired what their to-do list/expectations are for their 1st, 3rd and 5th year in position and the institutions points of pride. 	<p>G/A&A's key search team will be selected from this group:</p> <ul style="list-style-type: none"> Jan Greenwood, Ph.D. Dr. Betty Asher Mr. Bob Caret (Senior Consultant) Ms. Julie Holley, J.D. Ms. Marion Frenche Dr. E. Ann Bailey Ms. Itza Walters Ms. Julie Schrodt Ms. Lois Stetson Mr. Joe Stanley 	R1 high research and public universities and presidential/chancellor searches would be considered our primary work and expertise	Immediately upon request	As firm practice, when we have the opportunity to work with a new search: <ul style="list-style-type: none"> Review current client list to ensure there is no conflict of interest. Will not agree to do a search that would be competitive with your search and in the same phase as your search 	\$200,000.00	\$224,000.00	To be negotiated. <ul style="list-style-type: none"> UPDATED 3-22: G/A&A has provided as best estimates savings for completed searches for the Florida universities as follows <ul style="list-style-type: none"> Approximately \$324,869.00 in indirect expenses \$2,485,029.00 in fees Total savings to universities of \$2,809,898.00 	If the placement leaves within 1 year we will do the search without an additional fee.	<ul style="list-style-type: none"> Available 24/7 to provide assistance and answer questions. Employee capacity, time, and resources to begin work immediately 	We work with our clients until the search is successful and completed.
Myers McRae Executive Search	FIU Contract	Emily Myers	Reference Presidential Search Firms/Consultants - Presidential/Chancellor Placement	6-month transition process consultations, as needed.	Reference Myers McRae Executive Search Section	<ul style="list-style-type: none"> All our officers, directors, and consultants have had successful careers in higher education. Under their leadership, Myers McRae has become a nationally recognized firm conducting searches for all types of institutions, including major research universities. Our firm uses a team approach (as opposed to a "lone consultant" approach). This team will collaborate throughout the search to ensure a successful process and outcome. For a full list of leadership, reference Myers McRae Executive Search Section 	<ul style="list-style-type: none"> Collaborating with the Chair, we will ensure the entire committee is informed and engaged in the search process. Consultants will meet with the search committee to address components of the search, reserve key dates, discuss confidentiality guidelines, provide training on the use of the firm's web-based candidate evaluation system, and address any questions or issues. Many meetings will occur via video- or teleconference. Progress reports will be provided to the search committee detailing the number of applicants to date, number of position announcements sent/received/viewed, number of nominations received and contacted, advertisements placed, email and website tracking statistics, etc. 	<ul style="list-style-type: none"> Lead consultants for the search will be Emily P. Myers (CEO) and Kenny Daugherty (President) and: <ul style="list-style-type: none"> Jennifer Barfield (Senior VP) Judy Lunsford (Chief Marketing Officer) Hunter Godsey (Senior VP) Amira Beville (Director of Operations) Dot Tucker (Controller, Database research) Jean Callaghan (Database Management) 	Specialize in the following: <ul style="list-style-type: none"> President/Chancellor Provost/Chief Academic Officer CFO/CBO Chief Foundation Officer Chief Human Resources Officer Vice President Dean Hard-to-place faculty specializations, including Nursing, Information Technology, Cybersecurity, Computer Science, and Engineering. 	Beginning April 1, 2022	<ul style="list-style-type: none"> If the University prefers that we not accept another presidential search for an R1 university in Florida, we will agree to this. We agree to confer with the FIU Board of Trustees prior to accepting another R1 presidential search outside of Florida to determine if a potential conflict of interest may exist. 	<p>\$75,000 - Professional Fee</p> <p>\$ 5,000 - Admin Fee</p> <p>\$80,000 TOTAL</p> <p>(Not including direct expenses)</p>	\$80,000 - Fee \$4,000 to \$9,500 - Advertising \$2,000 to \$3,000 - Consultant Travel \$4,000 to \$6,000 - Candidate Travel \$98,500 (maximum)	Early payment discount of 3% off professional fee if paid within 15 days.	If the employee separates for any reason within 18 months, our firm will conduct a one-time replacement search on an expense-only basis.	<ul style="list-style-type: none"> The University may cancel this search at any time, but in no case would our fee be less than the first installment (approximately 1/3 of the professional fee). Our firm is not obligated to refund any portion of the professional fee that has been paid by the University; however, in the event the University cancels the search for any reason, we will, in good faith, offer the University credit toward the professional fee of a subsequent search. 	Until the search is completed without any additional fees.
R. William Funk & Associates	Many across the country Further details can be referenced on the R. William Funk & Associates Section	Krishna Creal Bill Funk	<ul style="list-style-type: none"> Over 430 President/Chancellor searches during the past three plus decades. In the past two years alone, we have successfully completed President searches at Rutgers University, Indiana University, Texas A&M University, University of South Carolina, University of South Alabama, University of Central Washington and at least four other schools. 	<ul style="list-style-type: none"> Work with and counsel the Board regarding best practices related to onboarding Serve as a confidential liaison between the Board and President during the transition Ongoing consultation relative to annual performance reviews and check in with the President and Board periodically 	<ul style="list-style-type: none"> We have conducted numerous President and other searches in Florida familiar with the State's 'Sunshine 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 have conducted are R-1 institutions. 	<ul style="list-style-type: none"> Our founder and President would personally oversee search Able to get an audience with nearly anyone who might be nominated for the President position. Our firm has a record 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, Vice President and Dean placements have been women or minority candidates. 	<ul style="list-style-type: none"> Encrypted and password protected 24/7 access to a "Client Center" which enables every Search Committee member to view the 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, arranging zoom calls, etc. 	<ul style="list-style-type: none"> Mr. Funk will personally lead the search. He will directly talk with targeted candidates and meet with the Search Committee and Board. Individuals who will join Mr. Funk on our search team include: <ul style="list-style-type: none"> Kayla O'Rourke Willie Funk Krishna Creal Research Group will be intrinsically involved in the project from beginning to end Finance Department will provide accurate and informative invoices and will provide appropriate financial interface with your Purchasing personnel. 	We recruit individuals from the corporate, philanthropic, governmental and health care worlds to be candidates for our higher education positions, our work focuses on recruiting senior level leaders for higher education universities, agencies, associations, and systems.	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 limiting focus on your search.	<p>Advertising, consultant and 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 administrative expenses would likely be in the \$15K to \$20K range.</p>	<ul style="list-style-type: none"> R. William Funk & Associates works only on a retainer basis. Our retainer is typically one-third (33 and 1/3 percent) of the estimated 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 until the engagement is successfully concluded. 	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 expected salary.	If for any reason, 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 and allocated expenses.	<p>Either party may discontinue by written notification.</p> <p>In the unlikely event that this occurs, you will be billed for all expenses incurred to the date of the cancellation and for professional fees as follows: our first billing is a minimum retainer and will be due in full at the initiation of the engagement. In the event of any subsequent cancellation, payment will be required for the prorated portion of the remaining professional fee, based upon the number of calendar days which have elapsed during the billing period (90 days).</p> <p>If a cancellation occurs after ninety days, all professional fees will be due in full.</p>	Our commitment is to work with the University until a new President is selected.
SP&A Executive Search	Please refer to SP&A Executive Search Section	Alberto Pimentel	Reference Presidential Search Firms/Consultants - Presidential/Chancellor Placement	Transitional support is provided	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.	<ul style="list-style-type: none"> Our team offers a number of distinct advantages to our clients, including: <ul style="list-style-type: none"> Senior Partner Assigned to Each Search Regional Experience Experience Representing Research Universities Professional Network Commitment to 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. 	<ul style="list-style-type: none"> Provide the appropriate logistical and administrative support to candidates and committee members throughout the entirety of the process including coordinating candidate scheduling and travel accommodations for each stage of the interview process. 	<ul style="list-style-type: none"> Alberto Pimentel, Managing Partner Will Gates, Partner Sal Venegas Jr., Principal 	<ul style="list-style-type: none"> Higher Education and Non-Profit Over one-third 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 	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 discussed as the amount will depend largely on the costs associated with candidate travel.	<p>Professional Fee: \$160,000;</p> <p>Direct/Administrative Fees: \$19,200</p>	None currently	<p>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.</p>	Re-initiating an Unsuccessful Search: We will re-initiate the search at no additional professional fee. Florida International University will only be responsible for new out-of-pocket expenses incurred by candidates and consultants.	

<p>Storbeck Search Diversified Search Group</p>	<p>FIU Contract</p>	<p>S. Storbeck T. Fitch</p>	<p>Our Storbeck Search teams have conducted or advised on more than 175 president/chancellor searches for colleges and universities. Focusing on public research universities (R1 and R2) and university systems.</p>	<ul style="list-style-type: none"> •Offer counsel for leveraging the positive impact of the announcement to lay the foundation for a successful presidential transition •Transition team, programs for new educational leaders, leadership style assessments for the senior team, and executive coaches •Provide advice, counsel, and follow-up with the University and the hired candidate to ensure the placement's long-term success 	<p>Our Storbeck Search and DSG teams have partnered Florida & R1 institutions on multiple searches for a range of academic and senior-level leadership searches</p>	<ul style="list-style-type: none"> •Shelly Storbeck founded the firm in 2007 to focus on the education sector. •Storbeck Search was acquired by Diversified Search Group (DSG) in February 2020. •What Will We Bring to Your Search? •Integrity in representing the needs of our clients in a vigorous and diligent manner, while treating all candidates with dignity, fairness, and honesty; •The national reputation and connections that open doors to candidates of outstanding ability and potential from all backgrounds •The insight and logistical dexterity that come from decades of search experience and hundreds of completed searches for universities, colleges, and university systems. •Commitment to Diversity and Inclusion 	<ul style="list-style-type: none"> •Board and the search chairs for partnership in planning and organizing the process. •Our vision of the role of the search committee is that the committee helps significantly to 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. •We affirm, without reservation, the principles of equal opportunity in employment. 	<ul style="list-style-type: none"> •Shelly Weiss Storbeck, Global Education Practice Lead and Managing Director •Tom Fitch, Managing Director •Amanda Bennett, Senior Associate •Search Coordinator •Research Associate 	<p>We specialize in higher education executive search across all senior-level academic and functional roles, including president/chancellor, provost, dean, CHRO, CFO, chief diversity officer, and vice president.</p>	<p>Immediately</p>	<p>We can agree to limit active R1 president/chancellor searches in Florida and would consult with you about national searches that may come up.</p>	<p>\$167,000</p>	<p>\$197,000</p>		<p>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).</p>	<p>We bill for the search over the first three months of the search. If payment has already been made, and the search is cancelled, we would discuss the terms with you. Cancellation of a search is an exceedingly rare occurrence.</p>	<p>Storbeck Search is committed to bringing each of its searches to a successful conclusion</p>
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FIRM	PRESIDENTIAL/CHANCELLOR PLACEMENT (18-36 MONTHS)
GREENWOOD/ASHER & ASSOCIATES, LLC	<ul style="list-style-type: none"> ● President, Auburn University – R1 ● President, University of South Florida – R1
MYERS MCRAE EXECUTIVE SEARCH	<ul style="list-style-type: none"> ● Chancellor for the Ivy Tech Community College – South Bend- Elkhart Campus ● President, Kentucky State University ● President, Winthrop University ● President, East Georgia State University ● President, University of Montana Western ● President, Judson College
R. WILLIAM FUNK & ASSOCIATES	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● President, UCF, R1 ● President, USF, R1 ● President, FSU, R1 ● President, California State University, Monterey Bay
STORBECK SEARCH DIVERSIFIED SEARCH GROUP	<ul style="list-style-type: none"> ● 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, Whitman College ● President, Pennsylvania College of Technology ● President, SUNY Empire State College ● President, Rhodes College



ELEVATING LEADERS, ELEVATING PERFORMANCE AND ELEVATING ORGANIZATIONS . . . TOGETHER.

G/A&A is dedicated to elevating leaders and the organizations they serve. Our core business is executive search and recruiting **tailored to your needs**. Our long-term and continuing commitment to our clients has extended our services to include leadership development and strategic consulting.

ELEVATING LEADERS THROUGH EXECUTIVE SEARCH

- Finding leaders with successful track records, who meet organizational needs and elevate organizations to peak performance
- Specializing in services for senior leadership, academic and research, general administration, state/system, academic and allied health leaders, and strategic positions
- Recruiting globally from education, nonprofit, business, industry, and government
- Finding a coach or sports executive via our athletic practice



ELEVATING PERFORMANCE THROUGH LEADERSHIP SERVICES



- Developing senior, emerging and new-hire leaders for long-term success through onboarding and coaching
- Assessing through 360 approaches presidents and senior leaders
- Forming high performing teams
- Facilitating results-oriented workshops/retreats for teams
- Mediating and resolving conflict and dysfunctional cultures in units

Our work is augmented by use of talent management solutions through objective, predictive, analytical tools for hiring and development.

ELEVATING ORGANIZATIONS THROUGH STRATEGIC SERVICES

- Facilitating environmental scanning and strategic planning processes, including developing measurable performance indicators
- Assessing, designing, and initiating change management processes
- Developing high performing external boards of all types
- Analyzing and benchmarking policies, practices, programs and services and producing recommendations, including academic program reviews

Our approach is systematic, collaborative, based in research and best practices and custom-designed to the unique needs and circumstances of each client.



*Let us talk with you about how G/A&A can help your organization elevate leaders through executive search, elevate leadership performance, and elevate your institution or unit through strategic services. Please **contact us**.*

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[Jan Greenwood](#), Co-founder, G/A&A
[Betty Turner Asher](#), Co-founder G/A&A
[Susanne Griffin](#), Vice President & Managing Director

G/A&A Executive Team

Jan Greenwood: Co-Founder, G/A&A and Vice President & Managing Partner, Kelly



Jan Greenwood, Ph.D. is a pioneer in US higher education and has been awarded the American Council on Education's Donna Shavlik Advancement of Women Award that recognizes "women who have shaped the executive search process and significantly contributed to women's equitable representation across the leadership pipeline."....Also stating that "they have been critical players in moving the needle for women in higher education leadership and shaping the executive search process, practices, and landscape."

In addition, she has been recognized by the Staffing Industry Analysts for the inaugural Diversity, Equity, and Inclusion (DE&I) Influencers; and recognized by American Association of State Colleges and Universities Millennium leadership program for assisting in designing and participating in programs to develop leadership that enhances diversity. Greenwood was the first woman president of a public four-year and graduate institution in Virginia and was among the first to hold multiple presidencies for both public and private institutions. The library at one of these institutions is named in her honor. She was one of the earliest executive recruiters with higher education experience and focused on search and consulting in education and nonprofit organizations. Greenwood is widely recognized for her search expertise; developer of best practices; group process expertise; trusted advisor to clients and candidates; panelist and speaker providing commentary on search and leadership; and her wisdom imparted through her work, leadership development workshops, and events.

Dr. Greenwood is a licensed psychologist with experience in group process, OB/OD, assessment, and with post-doctoral training in group methods in the US and England. These skill sets are effective in working with clients, candidates, and search committees. She earned full professor with tenure while working in universities. She prepared a chapter for Warren Bennis's book, *The Planning of Change*, when he was president of the University of Cincinnati, and she was Vice Provost. Her Ph.D. is from Florida State University, and she holds a certificate from Harvard University's Institute for Educational Management.

As a partner, director, and vice president in the Washington, DC, and Virginia offices of two different international executive search companies, since 1992 Greenwood has conducted nearly a thousand searches for executives in education, health care, nonprofits, information technology, and Fortune 500 corporate boards with many of these searches at the executive level. This service gives her an unparalleled network of contacts. With Betty Asher, she co-founded Greenwood/Asher & Associates, Inc. in 2004 to advance the quality of leadership and improve the process of executive recruitment in education and nonprofits.

Throughout her career, Dr. Greenwood has prioritized service to education and her communities through board leadership. Representative board service has included the Monmouth University (New Jersey) Board of Trustees (including chair of the Educational and

Faculty Affairs Committee and member of the Executive Committee), American Council on Education Board of Directors (including Executive Committee member), Association of Governing Boards President's Advisory Committee (including service on the Commission on Strengthening Presidential Leadership), American Association of State Colleges and Universities (including chair of the Policy & Purposes Committee), Southern Governors' Association (including member of Advisory Council on International Education), Council of Presidents for Virginia Public Higher Education (including chair) and American Council on Education Executive Search Roundtable (including chair). In community service, she was the Founding President of the Long Island Sound Foundation and has served as board member for philanthropic organizations as diverse as symphony, opera, ballet, United Way, Regional Plan Association, and YWCA. She also was on the corporate board of the Aquarion Company, serving as the chair of the Environmental, Community, & Government Relations Committee and member of the Audit Committee. She was a member of the Board of Directors of Seascope and is Vice Chair of the Majestic Sun Board of Directors.

Betty Asher: Co-Founder, G/A&A and Vice President & Managing Partner, Kelly



Betty Asher was one of the first women to serve as president of a flagship institution, and has been awarded the American Council on Education's Donna Shavlik Advancement of Women Award that recognizes "women who have shaped the executive search process and significantly contributed to women's equitable representation across the leadership pipeline."....Also stating that "they have been critical players in moving the needle for women in higher education leadership and shaping the executive search process, practices, and landscape."

She brings to executive search, consulting, and training a unique background of leadership service at all levels of higher education institutions and systems, in academics and student affairs and in public and private institutions. She has been a leader in executive search, consulting, and training for the past two decades. With Jan Greenwood, she formed Greenwood/Asher & Associates in 2004 to advance the quality of leadership and improve the process of executive recruitment in higher education. She has helmed more than 500 searches, most at the president/CEO level. Her search work and career give her an extensive network across education, health care, nonprofits, and philanthropic organizations.

Having worked up through the ranks, she understands education and organizations from the bottom to the top. She began her career in higher education as a clinical counselor and career advisor, an interest that has woven through her career. Asher worked in a department of counselor education and held various roles in the vice president for student affairs office including vice president at two institutions, University of Cincinnati, and Arizona State University. Further, she was an associate vice chancellor for academic affairs at the system level. As president, her accomplishments included creating an academic plan, improving student quality, increasing funding and fundraising, and enhancing research productivity. All of this experience gives her a broad understanding of the responsibilities for college and

university leaders. She also was active as president of a consulting and training services firm.

Asher has been honored in many ways. Examples with particular meaning for her include Eastern Kentucky University's award of the Honorary Doctor of Laws; the city of Tempe, Arizona, naming her a "Woman of Distinction;" Arizona's State's diversity award; and the American College Personnel Association citing her for "Outstanding Service." Another point of pride is the number of diverse leaders she has mentored, and the diverse placements made by G/A&A.

She has given back to education, health care, and her communities through extensive service on philanthropic and corporate boards both nationally and internationally. Service examples include the National Advisory Board of Insuring Tomorrow; National Leadership, Inc.; Presidential Network on International Education of the American Council on Education; Children's Care Hospital and School Foundation; Sioux Valley Hospital; Karl E. Mundt Foundation; Neuharth Advisory Board; North Central Association on Accreditation Teams; Golden Key National Honor Society; Phi Delta Kappa and the President's Commission of the National Collegiate Athletic Association with service on the Restructuring Committee.

Dr. Asher earned tenure and the rank of full professor in educational psychology. She has edited more than 15 books and monographs focused on organizational development and leadership, continuous quality improvement, and environmental concerns. Asher's education includes an Ed.D. from the University of Cincinnati, M.A. from Western Kentucky University, and B.A. from Eastern Kentucky University. She has credentials from Harvard University's Institute for Educational Management and Dartmouth University's Executive Management Institute as well as graduate training in group process.

Susanne Griffin: Search Advisor, VP & Practice Leader, G/A&A and Kelly



As Vice President & Practice Leader for G/A&A, Griffin oversees the financial management of the firm, supervision, and development of consultants and team members, and organization of systems and operations. She brings a wealth of administrative expertise garnered through a successful career in K-12 leadership. She joins G/A&A from recent service as the Chief Academic Officer of the Minneapolis (MN) Public Schools, where she developed academic priorities and directed programs to provide excellent learning environments for the approximately 34,000 students in the district. Previously, in service to the approximately 24,000 students in the Bibb County Public Schools in Macon, GA, she was Acting Superintendent and Deputy Superintendent of School Improvement and Redesign. In this latter role, she led the design and implementation of a district-wide strategic planning process and the development of a school redesign effort to maximize the district's student learning success. Other executive roles include leadership posts within the Rochester (MN) Public Schools, including Executive Director of School Improvement and Accountability, Principal at Franklin/Montessori at Franklin Elementary Schools, Principal at Churchill/Hoover Elementary Schools, Interim Director of Special

Education and Speech/Language Pathologist. She also served as an Educational Consultant with the Cochlear Implant Program at the Mayo Clinic (Rochester). Griffin's leadership includes service as board chair for the Child Care Resource and Referral Network (CCRR) and co-chair of the Campaign Steering Committee for the Joint Building Venture between CCRR and Rochester (MN) Boys' and Girls' Club. She was also a board member for the Rochester Area Foundation – First Steps and for the Rochester Diversity Council. She has been involved with the Communities in Schools Council of Champions, Macon Promise Neighborhoods Advisory Council and Minnesota Department of Education Desegregation and Integration Task Force. Internationally, she has served as a team leader with Global Action Youth Summer Camps held in Ukraine, Moldova, and India.

Griffin holds a B.S. from the University of Wisconsin-River Falls and an M.S. degree from the University of Wisconsin-Madison. She completed additional licensure coursework at the University of Minnesota-Twin Cities. She holds licenses and certificates as a district superintendent, a school principal, and a speech/language pathologist in Minnesota. She has completed training to be a Leaf Level Certified Trainer in Fierce Conversations. She has been trained at Harvard University through the Public Education Leadership Project and DataWise. Other training includes Courageous Conversations, Professional Learning Communities, Positive Behavior Intervention, and Support, Response to Intervention, and Crisis Prevention and Intervention.

G/A&A Other Key Members

Marion Frenche: Search Manager, Practice Leader, Diversity, Equity, and Inclusion; Search Manager; and Senior Executive Search Consultant



Marion Frenche has worked in executive search since 1997 and has managed searches with three international executive search firms. She joined GA&A as its first team member when the firm was founded by Greenwood and Asher in 2004. In her executive search career, Frenche has completed over 300 searches for executives in higher education, K-12, health care, academic medicine, and information technology. These positions have been in public and private higher education institutions and system offices, K-12 schools and systems, academic health and health care organizations, and nonprofits. She also has considerable search experience serving mission-driven organizations such as associations and foundations and in higher education board development.

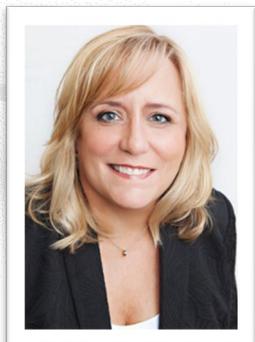
Frenche serves as practice leader for diversity, equity, and inclusion. In this role, she spearheads G/A&A's service to minority and first-generation serving institutions and organizations. She is proud of the high number of diversity officers that she has placed in a range of colleges and universities across the country and the number of historically black colleges and universities for which she has provided executive search placements.

Her prior experience is in property management of executive share office suites and in managed care with a national HMO. She conducted educational presentations, workshops, and seminars on managed care and established and maintained contractual relationships with hospitals and physicians in Washington DC, Northern Virginia, and Maryland.

She has presented at national conferences and professional meetings on the search process, with particular emphasis on the nature of the search process for minority candidates.

Frenche works with the firm's partners on search and firm responsibilities, including developing consultants, researchers and administrative assistants and referencing specialists and quality control. She contributes to new client engagement, business development, and building relationships with clients.

Julie Holley: Senior Executive Search Consultant



Julie Holley serves G/A&A as a Senior Executive Search Consultant. She applies to her search work a broad knowledge of education and nonprofits and of all aspects of search processes. In her search work, she puts particular emphasis on identifying and recruiting world-class leaders for presidential searches and the nuances of referencing these leaders. Julie has successfully completed hundreds of searches, many at the president level. While she has conducted searches in the full range of higher education organizations, she particularly focuses on searches at AAU and high extensive research and doctoral institutions. She has a track record of recruiting world-

renowned leaders into positions of president, chancellor, provost and dean. She also has extensive experience conducting searches for cabinet level positions. Julie specializes in searches for positions relating to her legal background, including law dean and general counsel positions and other legal-related positions in higher education. Another area of specialization is positions relating to internationalization and global affairs.

Julie works to identify and recruit strong and diverse leaders for G/A&A clients. She works in collaboration with the firm's partners on a wide range of search and firm responsibilities, including mentoring and developing consultants and legal issues in executive searches. She works with the Partners on new client engagement, business development and building relationships with clients.

Julie has a J.D. from the University of Baltimore and a B.A. degree from American University. Before joining G/A&A she specialized in commercial and private real estate work, including closings, foreclosures, quiet title and partition suits and research of titles. She has handled trust and estate work, corporate work, and served as a law clerk for a state regulatory agency and a private law firm. She was also a Congressional Intern to a U.S. Representative.

Examples of Previous Including Current Presidential/Chancellor Searches

Albany College of Pharmacy & Health Sciences	President (<i>Twice</i>)
Albany State University	President
Alcorn State University	President (<i>Twice</i>)
Alvin Community College	President
American College of Education	President
Anne Arundel Community College	President
Appalachian State University	Chancellor
Auburn University	President
Augustana University	President
Austin Peay State University	President
Baltimore City Community College	President
Borough of Manhattan Community College	President
Bowie State University	President (<i>Twice</i>)
Bryan College of Health Sciences	President
Bucks County Community College	President (<i>Twice</i>)
Butler University	President
Central State University	President
Century College	President
Chattanooga State Community College	President (<i>Twice</i>)
Cincinnati State Technical and Community	President
Coastal Carolina University	President
College of Coastal Georgia	President
Columbus College of Art & Design	President
Columbus State Community College	President
Coppin State University	President
Crafton Hills College	President
Dallas County Community College District	Chancellor
Delaware County Community College	President
East Tennessee State University	President
Eastfield College	President
El Centro College	President
Embry-Riddle Aeronautical University	President
Excelsior College	President
Florida A & M University	President
Florida Atlantic University	President
Florida Board of Governors	Chancellor
Florida Gulf Coast University	President
Florida International University	President
Forsyth Technical Community College	President
George Mason University	President (<i>Thrice</i>)
Jackson State Community College	President (<i>Twice</i>)
James Madison University	President
Kendall College	President
Kentucky Council on Postsecondary Education	President (<i>Twice</i>)
Kutztown University of Pennsylvania	President
Lansing Community College	President (<i>Twice</i>)
Lehigh Carbon Community College	President
LeMoyne-Owen College	President
Lock Haven University of Pennsylvania	President
Mansfield University of Pennsylvania	President

Examples of Previous Including Current Presidential/Chancellor Searches

Martin University	President
Massachusetts College of Art and Design	President
Mercy College of Health Sciences	President
Minneapolis Community and Technical Coll	President
Minnesota State System Office	Chancellor
Minnesota State University Mankato	President
Minnesota State University, Moorhead	President
Mississippi State University	President
Mississippi Valley State University	President
Missouri University of Science & Technology	Chancellor (<i>Twice</i>)
Montana State University-Billings	Chancellor
Montgomery College	President
Montgomery County Community College	President
Moravian College	President
Motlow State Community College	President
Mountain View College	President
Nashville State Community College	President
Nevada System of Higher Education	Chancellor
New Mexico State University	President
New School of Architecture & Design	President
New York State Education Department, OHE	Commissioner
Norfolk State University	President
North Georgia College & State University	President (<i>Twice</i>)
North Lake College	President
Northeast Higher Education District	President
Northeast State Community College	President
Northeastern Illinois University	President
Northland Community & Technical College	President
Ohio Department of Higher Education	Chancellor
Pennsylvania State System of Higher Education	Chancellor (<i>Twice</i>)
Radford University	President (<i>Twice</i>)
South Carolina Governor's School for the Arts and Humanities (SCGSAH)	President
South Carolina Governor's School of Science and Mathematics (SCGSSM)	President
Slippery Rock University of Pennsylvania	President
Southeastern Louisiana University	President
Southwest Minnesota State University	President (<i>Twice</i>)
Southwest Tennessee Community College	President
St. Cloud State University	President (<i>Twice</i>)
Stillman College	President
Suffolk University	President
Tennessee Board of Regents Office	Chancellor
Tennessee State University	President
Tennessee Technological University	President
Texas International Education Consortium	President
Texas Tech Health Sciences at El Paso	President
The University of Arizona	President
Trinidad State Junior College	President
University of Arkansas at Fort Smith	Chancellor
University of Arkansas at Little Rock	Chancellor

Examples of Previous Including Current Presidential/Chancellor Searches

University of Arkansas at Pine Bluff	Chancellor
University of Arkansas, Fayetteville	Chancellor (<i>Twice</i>)
University of Florida	President (<i>Thrice</i>)
University of Health Sciences & Pharmacy	President
University of Houston-Clear Lake	President
University of Houston-Downtown	President
University of Illinois Urbana-Champaign	Chancellor
University of Kentucky	President
University of Maryland Eastern Shore	President
University of Maryland, College Park	President
University of Massachusetts Central Office	President
University of Massachusetts Dartmouth	Chancellor
University of Memphis	President
University of Missouri - Kansas City	Chancellor
University of Missouri System	President
University of New Mexico	President
University of Pikeville	President
University of South Florida	President
University of Southern Mississippi	President
University of Texas at Austin	President
University of Texas Pan American	President
University of Texas System	Chancellor
University of Virginia's College at Wise	Chancellor
University of West Florida	President
University of Wyoming	President
Virginia Commonwealth University	President
Virginia State University	President
Walters State Community College	President
Washington State University	President
Weber State University	President
West Chester University of Pennsylvania	President (<i>Twice</i>)
West Virginia State University	President (<i>Twice</i>)
West Virginia University	President
Western Illinois University	President
Western Washington University	President (<i>Twice</i>)
William Paterson University	President
Winona State University	President

Redacted Reference Quotes from Board of Trustees Chairs and Presidents

- The entire university family could not be more pleased with the skill and acumen of this firm. Greenwood/Asher's collective decades of experience in higher education was evident at every stage of the search. They worked extremely well with university staff, the search committee, and most importantly, the university trustees charged with selecting the president. The result of their outstanding work and guidance was a nationally visible search, run on time, and without even a single thread of discontent or drama.*
- From the very beginning of our search, as we interviewed firms and considered who would be most helpful, the professional aspects of Greenwood/Asher that most attracted our attention were (1) their rich understanding of "the academy" and (2) the calm and lighthearted manner by which they conduct themselves. It would, quite literally, be impossible to find oneself nervous in their presence. With the skill of a master sommelier, and the tact and charm of a seasoned diplomat, every representative of this firm disarms and relaxes all of those with whom they meet. Campus representatives were immediately aware that the search would be wisely entrusted in their capable hands.*
- Through their strong collective character, affable personalities, and well-reasoned strategic advice, they have aptly counseled and advised more than 500 searches for president or chancellor and at least 500+ searches for other key university posts. Indeed, they have been a great force in higher education and have represented their many clients as well as any search firm we have encountered. I can firmly attest that Jan and Betty and their entire team would serve you quite well.*
- Greenwood/Asher coached our administrators and were available to counsel our team when needed. They were always willing, even in a pandemic, to travel when efficacious for the presidential search. This firm is skilled in the delicate interpersonal intricacies of a major search as well as the related areas of employment law, finance, and university relations. Greenwood/Asher communicated with us early and often and in so many ways, they made my job as Board of Trustees Executive Committee Chair considerably easier.*
- I firmly attest to Greenwood/Asher's outstanding skills, uncommon emotional intelligence, and unquestionable character. I offer my strongest recommendation for their service and am thankful for all they have done for us.*

- *I'm constantly reminded of the important role played by Greenwood/ Asher and Associates in our selection process. Your knowledge of the University System, your focus on keeping us in line with the Sunshine Law and related Laws and your depth of knowledge of university leaders across the nation and around the world provided, in my judgement, a strong foundation on which to conduct our successful search.*
- *During my more than 30 years in higher education, I have never seen a search that was more thorough, more professional or produced a stronger field of candidates. It is a great testament to your network of connections across the nation, your hard work behind the scenes, your collaboration with a dedicated and thoughtful search advisory committee and to the world-class drawing power.*
- *Needless to say, I could not be more pleased with the outcome. Our candidate's achievements and character check literally every box on our wish-list for a new permanent chancellor academic and research excellence, superior leadership, and communication skill, a Big Ten and land-grant background, and an unwavering commitment to integrity, shared Governance and collegiality.*
- *As I said when we welcomed our new Chancellor to campus, I am still pinching myself that we were able to recruit a leader of his caliber. He is the ideal choice to build our rich legacy of excellence, and we are indebted to you for helping bring him to us.*
- *The Board of Trustees and Presidential Search Committee express deep gratitude to you and Greenwood/Asher & Associates team for the exceptional, expert service you provided in the search for the University's President. The high quality of your contacts among leaders of the nation's AAU and other academic research universities, your experience in public and private presidential searches, the frequent updates you offered for coordination, the thoroughness of your referencing, and the good judgment and advice you shared served the search and our university well and enabled me to focus my efforts most effectively. You became a member of the University's team and worked collaboratively for the success of the search and the best interest of the University.*

MYERS MCRAE

A NATIONALLY RANKED HIGHER EDUCATION/NON-PROFIT SEARCH FIRM

ATLANTA, GA NASHVILLE, TN MACON, GA BILLINGS, MT ARLINGTON, VA

Originally established in 1969 to conduct searches for higher education institutions, non-profit organizations, corporations, and the banking industry, *Myers McRae chose to focus its efforts principally on higher education beginning in 1984*. For four decades, our firm has specialized in recruiting top leaders for universities, colleges, and higher education systems nationwide.

To undergird our higher education search endeavors, all Myers McRae's officers and consultants have come to the firm following successful careers in higher education. Under their leadership, Myers McRae has earned a national reputation for excellence, consistently identifying and recruiting some of the most talented leaders in higher education.

- CHIEF EXECUTIVE OFFICER **Emily Parker Myers**
former university senior vice president; graduate of Florida State University; 14 years in executive search industry
- BOARD CHAIRMAN **R. Kirby Godsey, Ph.D.**
former university president; current university chancellor; 14 years in executive search industry
- PRESIDENT **Kenny Daugherty**
former university vice president; 14 years in executive search industry
- SENIOR VICE PRESIDENT **Jennifer Barfield**
former university advancement director; 4 years in executive search industry
- SENIOR CONSULTANT **David M. Gring, Ph.D.**
former college president; 14 years in executive search industry
- VICE PRESIDENT **Judy Lunsford**
Former university marketing officer; 12 years in executive search industry
- CONSULTANT **David J. Gurchiek, Ph.D.**
former college/university system administrator
- CONSULTANT **Brianna Douglas**
former college vice president

OUR CORE VALUES

- **Understanding** – conducting assessments of each search project to gain a thorough understanding of your unique needs, preferences, and timetable
- **Process** – providing a comprehensive, efficient, and effective search framework that inspires confidence
- **Experience** – providing seasoned consultants who have extensive experience in higher education
- **Talent** – providing unparalleled access to well-qualified candidates
- **Results** – ensuring a successful, well-respected placement

We are committed to achieving the best possible results for our clients, using best practices in the search industry.

Areas of Specialization

Though our consultants conduct searches for a variety of leadership positions and academic disciplines in higher education, we specialize in the following:

- **President/Chancellor** – our firm has conducted 100+ presidential/chancellor searches
- **Provost/Chief Academic Officer**
- **Chief Financial Officer/Chief Business Officer**
- **Chief Foundation Officer**
- **Chief Human Resources Officer**
- **Vice President** (Advancement, Enrollment Management, Student Affairs/Student Services, Marketing and Communications, etc.)
- **Fundraising/Major Gifts Officer**
- **Dean/Associate Dean** (all academic disciplines, with a special emphasis in Nursing and Health Sciences)
- **Other Specializations** (hard-to-place faculty positions)
 - Nursing/Health Sciences
 - Information Technology
 - Cyber Technology/Computer Science
 - Engineering

Myers McRae Executive Search and Consulting is listed among the Top 50 Search Firms by Hunt Scanlon Media, a supplier of global staffing intelligence data. Hunt Scanlon's team of editors and analysts selected these best-in-class recruiters who they deemed the most prominent trailblazers.

Emily P. Myers Chief Executive Officer



Emily P. Myers has served as Chief Executive Officer of Myers McRae since 2008. Known for her commitment to excellence, she brings extensive firsthand knowledge and experience in higher education administration and executive searches as well as an exceptional record in successful fundraising campaigns. For most of her career, she served as Senior Vice President of University Advancement and External Affairs at Mercer University—an R2 research university with 9,000 students across 12 academic units. Ms. Myers has conducted or assisted with over 450 executive searches for universities and colleges across the nation, including major research universities. A small sample of institutions with which she has worked includes:

Sample of Public Institutions

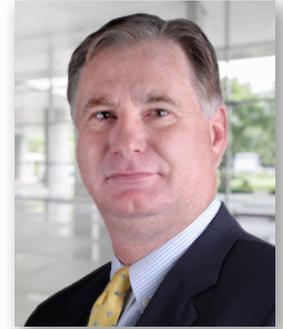
Auburn University (AL) – R1
Augusta University (GA) – R2
The Citadel (SC)
Fort Valley State University (GA)
Georgia Southern University – R2
Georgia State University – R1
Kennesaw State University (GA) – R2
Northwest Florida State College
Palm Beach State College (FL)
Pasco-Hernando State College (FL)
University of Alabama – R1
University of Alabama at Birmingham – R1
University of Georgia – R1
University of Mississippi – R1
University of Montana – R1
University of North Carolina at Greensboro – R2
University of North Florida – R2
University of South Alabama – R2
University of South Carolina – R1
University of Tennessee – R1
University of West Florida

Sample of Private Institutions

Averett University (VA)
Azusa Pacific University (CA) – R2
Barry University (FL)
Belmont University (TN)
Campbell University (NC)
Carroll University (MI)
Clark Atlanta University (GA)
Gardner-Webb University (NC) – R2
Gustavus Adolphus College (MN)
Jacksonville University (FL)
LeTourneau University (TX)
Lincoln Memorial University (TN)
McDaniel College (MD)
Mercer University (GA) – R2
Methodist University (NC)
Newberry College (SC)
Oakwood University (AL)
Roanoke College (VA)
Susquehanna University (PA)
Tuskegee University (AL)
Wake Forest University (NC) – R2

A graduate of Florida State University, Ms. Myers also has held administrative positions at Jacksonville University in Jacksonville, Florida, and Stetson University School of Law, St. Petersburg, Florida. She has served on numerous professional boards and committees, including being appointed by two governors to lead the Georgia Sports Hall of Fame Authority.

Kenny Daugherty President



Recruited to Myers McRae in 2008, Kenny Daugherty has served as President since 2017. Identifying and recruiting highly qualified, undeclared candidates is his specialty. Mr. Daugherty has conducted more than 425 executive searches for universities and colleges across the nation—large and small, public and private. A small sample of institutions with which he has worked includes:

Sample of Public Institutions

Austin Peay State University (TN)
The Citadel (SC)
Ferris State University (MI)
Georgia Southern University – R2
Lake-Sumter State College (FL)
Lamar University (TX)
Louisiana Board of Regents
Middle Georgia State University
Palm Beach State College (FL)
Southern Utah University
University of Alabama – R1
University of Arkansas at Pine Bluff
University of Georgia – R1
University of Louisiana at Monroe
University of Montana – R1
University of Montana Western
University of New Mexico – R1
University of North Dakota – R2
University of South Carolina Upstate
University of Southern Mississippi – R1
University of Tennessee – R1
University of West Georgia
University of West Florida
Utah Valley University

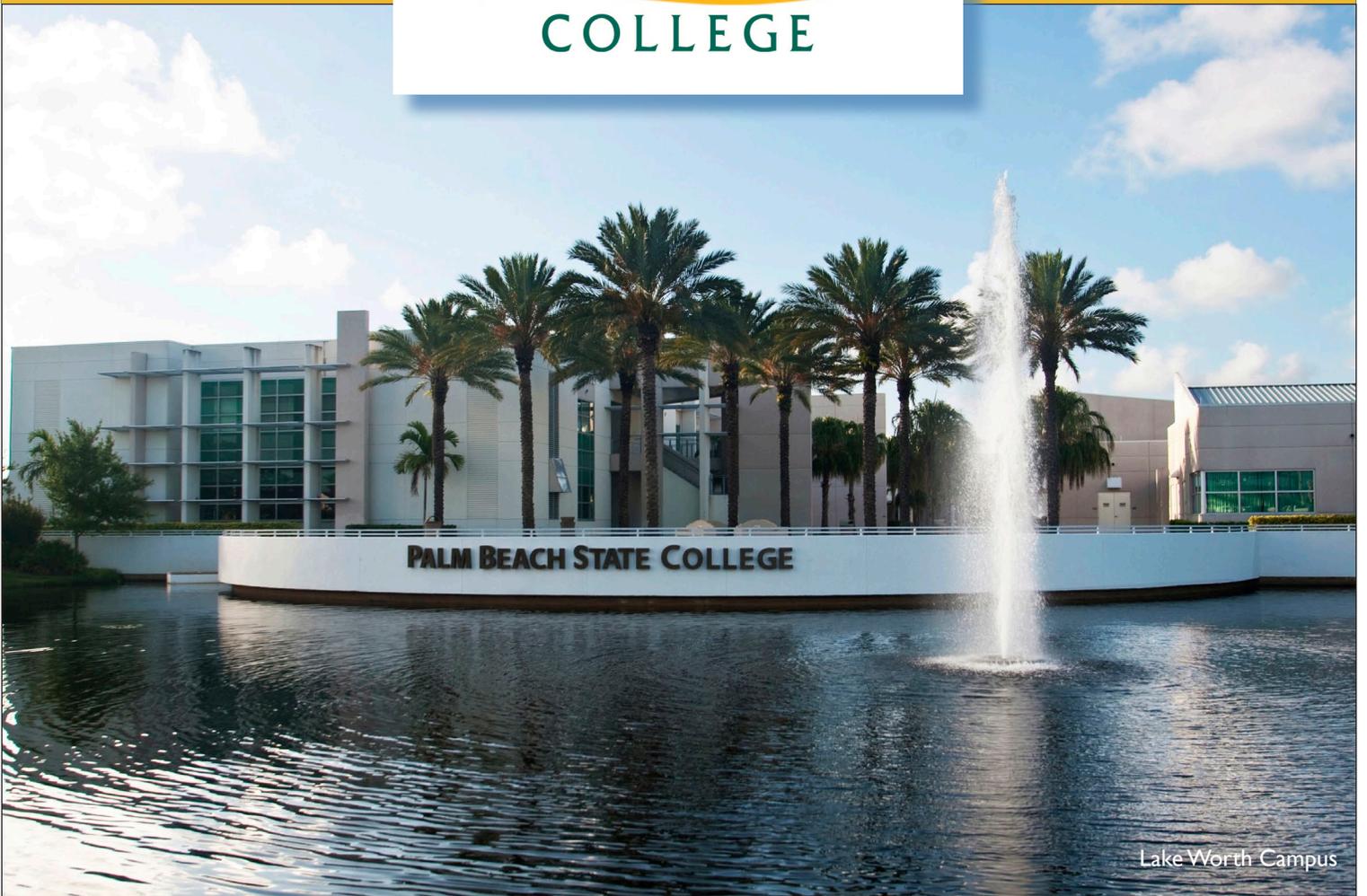
Sample of Private Institutions

Aurora University (IL)
Azusa Pacific University (CA) – R2
Beacon College (FL)
Belmont University (TN)
Bridgewater College (VA)
Claflin University (SC)
Clark Atlanta University (GA) – R2
Gardner-Webb University (NC)
Kentucky Wesleyan University
LeTourneau University (TX)
Lincoln Memorial University (TN)
McDaniel College (MD)
Mercer University (GA) – R2
National University (CA)
Newberry College (SC)
Notre Dame College (OH)
Oakwood University (AL)
Pfeiffer University (NC)
Piedmont University (GA)
Roanoke College (VA)
Schreiner University (TX)
Wartburg College (IA)
Whittier College (CA)
Young Harris College (GA)

Mr. Daugherty brings to his searches extensive knowledge and understanding of higher education, having served 22 years in public and private institutions, including the University of Alabama and Mercer University, where he served most recently as a vice president in advancement. Throughout his career in higher education, he had personnel responsibilities and served on numerous search committees for professional staff and administrators. Prior to joining Mercer, he served 10 years at the University of Alabama, where he worked in student services. Mr. Daugherty earned his bachelor's and master's degree in Education from Mercer University.



PALM BEACH STATE
COLLEGE



Lake Worth Campus

ANNOUNCING THE INVITATION FOR APPLICATIONS AND NOMINATIONS

for

PRESIDENT OF
PALM BEACH STATE COLLEGE

PRESIDENT OF PALM BEACH STATE COLLEGE EXECUTIVE SEARCH

The Palm Beach State College District Board of Trustees announces an executive search for the institution's fifth President. After 17 distinguished years at the helm, Dr. Dennis P. Gallon has announced plans to retire in June 2015.

The District Board of Trustees seeks a dynamic, visionary executive leader and administrator to serve as President, and it invites applications and nominations through this executive search process.

THE LEADERSHIP OPPORTUNITY

The President reports to a five-member Board of Trustees appointed by the Governor of Florida. As chief executive officer of the College and corporate secretary of the Board of Trustees, the President is responsible for overseeing the implementation and maintenance of high-quality education programs and guiding the proper operation and cost-effective administration of a multi-campus College that serves a highly diverse population. (See Florida Statute 1001.65. at www.leg.state.fl.us/STATUTES)

In concert with the board, the President sets the vision, direction, and priorities of the institution, ensuring that all are reflective of the College's mission of addressing the educational needs of Palm Beach County and demonstrating a commitment to broad

student accessibility and success.

Palm Beach State College is an integral part of and a major contributor to the educational and economic vitality of the county. The President understands this vital role and builds effective partnerships and coalitions that will advance Palm Beach State and its programs and services. The executive officer also articulates ardently the mission of providing opportunities for learning and training that promote the economic growth and development of the area and the state.

Other responsibilities include:

- Advancing the mission of the College with business, industry, and civic leaders
- Encouraging community input regarding programs and services



- Actively representing the College within the community and serving as its official spokesperson with the media, government, and other constituencies
- Collaborating with public and private secondary and postsecondary institutions, businesses and agencies
- Developing and sustaining relationships with foundations, corporations, alumni, and friends to advance the College's resource development efforts
- Advocating for the College at the state and federal level
- Participating in state and system-wide roles, including the Council of Presidents



Palm Beach State College

Mission Statement

Palm Beach State College, founded in 1933 as Florida's first public community college, is a diverse, comprehensive institution dedicated to serving the educational needs of Palm Beach County. Integrally linked to the community through strong partnerships, the College provides associate and baccalaureate degrees, professional certificates, workforce development, and lifelong learning.

Palm Beach State College's mission is to create and sustain a dynamic teaching and learning environment that provides a high-quality, accessible, affordable education, preparing students to contribute and compete ethically and successfully in a diverse global community.

PRESIDENT OF PALM BEACH STATE COLLEGE EXECUTIVE SEARCH



QUALIFICATIONS OF THE PRESIDENT

The College seeks a strong administrative leader, who will bring energy and enthusiasm, as well as inspiration, motivation, and innovation, to this executive office and its responsibilities. Preferred qualifications include an advanced degree and extensive administrative experience. Community college experience would be beneficial.

Other preferred qualifications include:

- Ability to foster a vibrant and empowered community through a proven leadership style that evokes trust, welcomes collaboration, reflects confident decision making, and effectively engages the talents and experiences of employees
- Highest standards of personal and professional integrity and credibility
- Track record in leading employees effectively, including a demonstrated commitment to recruitment, employee professional development and developing people and leaders.
- Experience and knowledge of the mission and role of public institutions, particularly their role in academic preparation and in community economic development

and workforce development

- Understanding of the role and the responsibility of the College to facilitate learning and skill development so students obtain the optimum level of competency
- Demonstrated commitment to and experience with inclusiveness, including sensitivity to and an appreciation of ethnic, economic, geographic, and cultural diversity and an established record of building consensus and reaching out to various diverse groups
- Evidence of being an accessible and approachable leader with responsive listening skills, an open mind, and a persuasive manner, as well as a sense of humor

PALM BEACH STATE COLLEGE

Palm Beach State College has a distinguished history of providing outstanding educational opportunities for students. The College was founded in 1933 and was Florida's first public two-year college.

During President Gallon's 17 years of leadership, the College continued to

- Ability to communicate well, both orally and in writing
- Demonstrated success at overseeing sound budgetary and fiscal planning processes, such as those that sustain and enhance the College's long-term financial strength and utilize an institution's resources to the fullest
- A progressive vision for future growth of the College in terms of innovation in teaching, scholarship, service, enrollment, finance, technology, and facilities
- Proven leadership in successful fundraising/resource development
- Demonstrated ability to be effective within a state and local political system, including interacting with elected and appointed officials, agencies, and boards
- Demonstrated leadership within higher education or the public or private sector
- Proven ability to develop and implement short- and long-term strategic goals
- Successful experience working with unions
- Demonstrated ability to engage the general and business community effectively and assume appropriate leadership roles
- Effective experience administering a major operation with multiple locations, each serving diverse populations with unique needs, that work together as a single entity

grow by adding an array of workforce training programs, implementing a contemporary technology infrastructure, expanding distance learning opportunities, and creating partnerships with business, education, and other agencies in the community.

In August 2009, the College offered

PRESIDENT OF PALM BEACH STATE COLLEGE EXECUTIVE SEARCH



its first baccalaureate program. In 2010, the institution was renamed Palm Beach State College.

Palm Beach State is committed to preparing students to reach their educational goals through strong programs, state-of-the-art technology, and student-oriented services. In addition to providing programs that meet current needs in businesses and industries, the College stays abreast of emerging trends to introduce studies to address future needs.

Palm Beach State has four campuses, with a fifth campus under construction, located throughout Palm Beach County. Some 48,240 students are enrolled in the 100-plus programs of study, including bachelor of applied science, associate in arts, and associate in science degree programs, and career certificates.

The most popular program of study is the associate in arts degree, which in Florida is the core component of a strong 2 + 2 system. Of the associate in science degrees, the nursing program has the highest enrollment and number of graduates.

Welding and biotechnology demonstrate the range in the College's premier programs. As with all of the occupational programs, there are strong partnerships with local high school career academies as well as business and industry.

The College's first baccalaureate

program was a bachelor of applied science degree in Supervision & Management. Two bachelor's degrees have been added: Information Management and Nursing.

Community College Week magazine has ranked Palm Beach State as the 8th largest producer of associate degrees in the country and one of the largest producers of associate degrees awarded to minorities. It is the college of choice for Palm Beach County high school graduates, with more choosing to enroll at PBSC than at any other institution of higher learning.

The College has a \$121.5 million operating budget, and its Foundation has a \$31.6 million endowment. Strong grant development efforts have resulted in more than \$23 million in federal and other grants.

Audits of PBSC's finances and

operations have consistently been nearly flawless.

Student Activities offices provide students opportunities to broaden their education through 75-plus clubs and organizations, as well as intramural activities. These programs are designed to complement the College's academic programs and enhance the overall educational experiences of students through social, multicultural, intellectual, recreational, community service, and campus leadership programs.

The PBSC Panthers are members of the National Junior College Athletic Association Division I in the Southern Conference. Intercollegiate teams include men's baseball and basketball and women's basketball, softball, and volleyball.

Fast Facts on Palm Beach State College

- Some 48,240 students, with 165 countries represented in the student body
- Approximately 2,555 full-time and part-time staff and faculty
- \$1.1 billion economic impact on Palm Beach County in 2013-2014
- Lowest tuition among Florida's public four-year colleges
- The 7th largest of the 28 colleges comprising the Florida College System
- More than \$78.9 million awarded in financial aid annually

PRESIDENT OF PALM BEACH STATE COLLEGE EXECUTIVE SEARCH

THE CAMPUSES OF PALM BEACH STATE COLLEGE

BELLE GLADE CAMPUS

The Belle Glade location opened in 1972 to serve residents of western Palm Beach County. The campus offers a comprehensive array of courses, including A.A. courses for transfer to four-year institutions, as well as career and technical training. High-skills career programs are housed at the Technical Education Center.

The campus has expanded its general education, occupational training, student services, and community outreach to meet the diverse educational needs of the area. The 470-seat Dolly Hand Cultural Arts Center offers a variety of cultural and entertainment performances.

BOCA RATON CAMPUS

The Boca Raton campus serves the southern portion of Palm Beach County and is located adjacent to Florida Atlantic University's main campus. Many students take advantage of the close partnership between the two institutions to earn their baccalaureate degree at one location. All Palm Beach State students enjoy full-use privileges at the FAU library.

The Boca Raton campus provides students with state-of-the-art classrooms and laboratory facilities. The campus offers classes for those seeking a college degree as well as those interested in job training and upgrading skills. The campus is recognized for extensive courses in architecture and photography.

The Center for Business Entrepreneurship, which houses the Small Business Development Center and Procurement Technical Assistance Center, provides counseling, seminars, workshops, and customized training.



LAKE WORTH CAMPUS

Lake Worth is the College's largest and longest-established campus. Bordered by Lake Osborne and John Prince Park, the 114-acre campus offers bachelor's degrees as well as numerous programs for those planning to transfer to universities or enter or advance in the workforce. The campus serves more than 30,000 students annually.

The Panthers intercollegiate athletic teams play and practice at this campus. The Lake Worth campus also is home to the Dr. Floyd F. Koch Honors College; the Watson B. Duncan III Theatre, a performance and instructional center; and the Public Safety Training Center, a comprehensive education and training hub for criminal justice, fire, emergency management, and emergency medical services programs. The majority of the College's adult vocational programs are offered at the Lake Worth campus, with most housed in the Education and Training Center.

The Office of the President is located on the Lake Worth Campus.

LOXAHATCHEE GROVES CAMPUS

The College broke ground on the 75-acre Loxahatchee Groves campus on Nov. 7, 2014. The campus will serve the residents in the county's growing west central communities and is slated to open in 2016.

PALM BEACH GARDENS CAMPUS

The Palm Beach Gardens campus opened in 1982 as a permanent, full-time facility offering associate in arts and associate in science degrees and certificate programs. Today, the campus offers credit and noncredit courses, programs, and workshops to approximately 15,000 students each year.

The campus sits on 123 acres in a lush, natural Florida setting that features many native plants, including a cypress preserve. The Myrna Rubenstein Pavilion, at the center of campus, features an ecological pond and waterfall.

The Bioscience Technology Complex houses an expanded science curriculum, as well as the Institute for Energy and Environmental Sustainability and the Math & Science Institute. The campus also features modern multimedia classrooms and laboratories, a horticultural nursery, community athletic fields, and an art gallery.

The 750-seat Eissey Campus Theatre is a cultural hub for northern Palm Beach County, presenting community educational programs as well as family entertainment. The Center for Early Learning is a state-of-the-art child care center serving children of students, employees, and local families.

PRESIDENT OF PALM BEACH STATE COLLEGE EXECUTIVE SEARCH

PALM BEACH COUNTY, FLORIDA

Palm Beach County is the third most populous county in Florida, with more than 1.33 million residents, and the second largest in size at 1,998 square miles. The county's shoreline on the Atlantic Ocean stretches 45 miles.

The county has 38 municipalities. While the eastern area of the county is primarily urban, the central and western regions are mainly suburban and rural. The largest city in area and population is West Palm Beach, followed by Boca Raton, Boynton Beach, Delray Beach, and Wellington. Communities vary greatly, with areas of great wealth not far from areas with great poverty.

The School District of Palm Beach County is the 11th largest school district in the nation. *Newsweek* has listed three Palm Beach County high schools in the top 50 schools in the list of *1,200 Top U.S. Schools*. Many private schools also serve the area.

Tourism, construction, and agriculture are the three major industries in the county. Many high-tech industries, such as bioscience, also are contributing to the area's growing economy. More than 2 million people visit Palm Beach County annually, spending approximately \$3 billion.

The county offers a multitude of attractions, entertainment, and shopping options. The area has some of the best restaurants in the country, with a vibrant nightlife.



NOMINATIONS AND APPLICATION PROCESS

Confidential inquiries are welcomed; nominations are invited.

Nominations should include the name, e-mail, and telephone number of the individual being nominated, along with a short paragraph describing the qualifications of the candidate. Contact information for the nominator is encouraged.

Application materials should include a cover letter addressing how the candidate's experience matches the position requirements, a current curriculum vitae, and contact information for at least five individuals who have agreed to provide letters of reference (these will only be contacted at the semi-final stage of the search process).

Nominations and application materials must be submitted to:

PalmBeachState@myersmcræ.com

Applications and nominations will be accepted until the position is filled, and review of applications will begin immediately. Best consideration application date is **March 27, 2015**.

Myers McRae Executive Search and Consulting is assisting Palm Beach State College with this search. The lead consultants are:

Emily Parker Myers, *President and CEO*

Kenny Daugherty, *Executive Vice President and COO*

Sam Hart, *Consultant*



515 Mulberry Street, Suite 200
Macon, Georgia 31201
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Palm Beach State College is an equal access, equal opportunity institution. The College complies with all state and federal laws granting rights to applicants for employment or admission to the College. The College prohibits unlawful discrimination on the basis of race, color, creed, ethnicity, national origin, gender, sexual orientation, age, religion, marital status, veteran status, disability, or genetic information in any of its employment or educational programs or activities.



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.).



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
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(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 one-third 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

Firm Overview (continued)

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.

Firm Overview (continued)

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.

Firm Overview (continued)

- 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.

Firm Overview (continued)

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

Firm Overview (continued)

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-to-date 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.

Firm Overview (continued)

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:

Pros

- 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.

Firm Overview (continued)

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

Cons

- 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 transitional 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.

Search Team (continued)



Alberto Pimentel
Managing Partner
a.pimentel@spaexec.com

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

Search Team (continued)



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.

Search Team (continued)

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.

Search Team (continued)

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

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, woman-led 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 Georgia
M.Ed. University of Virginia
B.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
