Florida Gulf Coast University
Presidential Search Advisory Committee

Executive Search Firm Sub-Committee
May 17, 2016

SUBJECT: Minutes of May 5, 2016 Meeting

PROPOSED SUB-COMMITTEE ACTION

Approve minutes

BACKGROUND INFORMATION

The Executive Search Firm Sub-Committee of the Presidential Search Advisory Committee met on May 5, 2016. Minutes of the meeting were kept as statutorily required.

Supporting Documentation Included: Minutes of May 5, 2016 Meeting

Prepared by: Tiffany Reynolds, Executive Assistant to Vice President and Chief of Staff

Legal Review: N/A

Submitted by: Vice President and Chief of Staff Susan Evans
FGCU Presidential Search Advisory Committee:
Executive Search Firm Sub-Committee
Thursday, May 5, 2016
Cohen Center Room 213

Minutes

Members:
Present: Trustee Robbie Roepstorff –Chair; Mr. Dick Ackert; Mr. Harry Casimir; and Ms. Nicole Catalfamo.

Not Present: None

Others:
Presidential Search Advisory Committee: Chair Ken Smith; Dr. Madelyn Isaacs; and Dr. Sharon Isern.
Trustees: Chair Dudley Goodlette
Staff: Vice President and Chief of Staff Susan Evans; Vice President and General Counsel Vee Leonard; Director of Board Operations, and Special Projects Amber Pacheco; Director of Media Relations Lillian Pagan; and Executive Assistant to the Vice President and Chief of Staff Tiffany Reynolds.

Item 1: Welcome and Opening Remarks
Chair Roepstorff called to order the Executive Search Firm Sub-Committee of the FGCU Presidential Search Advisory Committee meeting at 9:01 a.m. Roll call was taken with all members present, thus meeting quorum requirements.

Item 2: Consent Agenda (Includes Public Comment) (Tab #1)
Chair Roepstorff listed the one item on the Consent Agenda as Minutes of April 5, 2016 Meeting.

Mr. Ackert made a motion for approval. Ms. Catalfamo seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.

Item 3: Review and Discussion of Proposals in response to Request for Quotation (RFQ) for Executive Search Firm
The Sub-Committee reviewed the proposals submitted by the five firms that responded to the Request for Quotation as follows: (1) Greenwood/Asher & Associates, Inc.; (2) Myers McRae Executive Search and Consulting; (3) Parker Executive Search; (4) R. William Funk and Associates; and (5) Witt/Kieffer. (Firms are indicated in alphabetical order.)
Item 4: Selection of Executive Search Firms to invite for In-Person Presentations and Interviews on May 17, 2016 (Includes Public Comment) (Tab #3)

The Sub-Committee selected three search firms for in-person presentations and interviews as follows: (1) Greenwood/Asher & Associates, Inc.; (2) Parker Executive Search; and (3) Witt/Kieffer. (Firms are indicated in alphabetical order.)

Mr. Ackert made a motion for approval. Mr. Casimir seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.

Item 5: Discussion of Sub-Committee’s requested Presentation Format, and Questions for Invited Executive Search Firms on May 17, 2016

The Sub-Committee discussed presentation length, sample interview schedule, the Presidential Search Timeline, possible questions for the search firms, and what should be addressed during the presentations. The Sub-Committee outlined the following topics to be provided to the three search firms in advance with the request that they be addressed during the presentations on May 17:

1. Indicate your track record of success with Presidential searches as follows for the past 10-year period:
   a. Number and corresponding percentage for success rate in Presidential placements;
   b. Of those placed, the length of time the Presidents served in the positions; and
   c. University size at the time of the President placement, and university size for either (1) today if the President is still in place, or (2) when the President left the university.

2. How do you match organizational needs and aspirations with types of candidates? What type of process or framework do you use for this?

3. What is your firm’s process for sharing applicant materials with search advisory committees, and is it consistent with the requirements of Florida’s Sunshine Law?

Presidential Search Advisory Committee Chair Ken Smith named Dr. Sharon Isern as a member of the Executive Search Firm Sub-Committee.

The Sub-Committee assigned members to complete reference checks on each selected search firm as follows:

- Dr. Isern - Greenwood/Asher & Associates, Inc.
- Mr. Ackert - Parker Executive Search
- Mr. Casimir, and Ms. Catalfamo - Witt/Kieffer

Vice President and General Counsel Vee Leonard stated she will create a reference check form for members to use.
Item 6: Public Comment
There was no public comment.

Item 7: Old Business
There was no old business for discussion.

Item 8: New Business
There was no new business for discussion.

Item 9: Chair’s Closing Remarks, and Adjourn
Chair Roepstorff indicated that Ms. Evans will be in touch with the final schedule for the next meeting on May 17, 2016 when presentations by and interviews with the selected firms will take place. She stated that the meeting will be followed by a meeting of the full Presidential Search Advisory Committee. She noted that the full Committee will receive the Sub-Committee’s recommendation regarding an executive search firm.

The meeting was adjourned at 11:14 a.m.

Minutes submitted by Tiffany Reynolds, Executive Assistant to the Vice President and Chief of Staff.

Agenda Items:
Florida Gulf Coast University
Presidential Search Advisory Committee

Executive Search Firm Sub-Committee
May 17, 2016

**SUBJECT:** Executive Search Firm Presentation: Greenwood/Asher & Associates, Inc.

**PROPOSED SUB-COMMITTEE ACTION**

For information only

**BACKGROUND INFORMATION**

In response to a Request for Quotation (RFQ) solicitation for an executive search firm to assist with the FGCU presidential search, five firms submitted proposals. The Executive Search Firm Sub-Committee of the FGCU Presidential Search Advisory Committee invited three of the firms for presentations/interviews.

Greenwood/Asher & Associates, Inc. accepted the invitation, and will participate in the May 17 meeting of the Sub-Committee.

**Supporting Documentation Included:** RFQ Proposal from Greenwood/Asher & Associates, Inc.

**Prepared by:** Greenwood/Asher & Associates, Inc.

**Legal Review:** N/A

**Submitted by:** Vice President and Chief of Staff Susan Evans
EXECUTIVE SEARCH FIRM PROPOSAL

For

FLORIDA GULF COAST UNIVERSITY

PROPOSAL FOR EXECUTIVE SEARCH FIRM TO RECRUIT UNIVERSITY PRESIDENT

RFQ 16E-002

MAY 2, 2016

Greenwood/Asher & Associates, Inc.
42 Business Center Drive, Suite 206
Miramar Beach, FL 32550
(850) 650-2277
jangreenwood@greenwoodsearch.com
bettyasher@greenwoodsearch.com
COVER LETTER

May 2, 2016

Ms. Maryan Egan
Procurement Services
Florida Gulf Coast University
Modular 2
10501 FGCU Blvd S
Fort Myers, FL 33965-6565

Dear Ms. Egan:

Thank you for allowing Greenwood/Asher & Associates, Inc. (G/A&A) the opportunity to once again present our proposal to provide executive search services for the next President of Florida Gulf Coast University (FGCU). We are very proud to have partnered with Florida Gulf Coast University in 2007 for the search that brought Dr. Wilson Bradshaw to the presidency of this institution.

We are a women-owned firm with a diverse consulting team and we have extensive experience in executive search, consulting and training for university systems and campuses. In addition, we have a minority owned consulting firm as a partner. I have been in the executive search business since 1992. Dr. Betty Turner Asher, co-owner of G/A&A and partner, and I have both served as tenured professors and presidents of universities.

In addition to our corporate headquarters in Florida, our consultants are located strategically around the United States including California and Metro DC. Dr. Betty Asher and I, along with our consultants and affiliates, bring both an understanding and awareness of the needs of higher education and an ability to reach out nationally and internationally to identify appropriate candidates. We have approximately 35 members of our team and they have completed over 2,000 searches with an estimated repeat client rate of 97% over 23 years. Each of our consultants works on an average of three searches at a time. This workload allows quality service for our clients. Our references speak to our highly personalized services 24/7.

As examples of quality results of our searches, we are proud to have recently provided to our clients placements that included four National Academy members (one at an AAU institution and three at non-AAU institutions). Included in these four National Academy placements were a renowned medical doctor and a female dean of engineering. It is very difficult to recruit National Academy Members for universities that are not AAU. Even in the difficult national recruitment climate, which higher education is experiencing due to matters relating to retirements, the majority of our searches are continuing to close on schedule with our clients getting the candidate of their choice.

We are leaders in understanding the higher education environment, Sunshine requirements, state law and regulations within the state of Florida. In particular, we have significant experience conducting presidential searches within Sunshine Law requirements. We have conducted many president/chancellor searches internationally and nationally as well as in Florida including two chancellor searches for the system, Presidents for Florida Agricultural and Mechanical University, Florida International University, and Florida Atlantic University, and previously and most recently the University of Florida. We have had the opportunity to work with approximately 40 various searches in the State of Florida for these institutions as well as the University of Miami, University of Central Florida, and University of South Florida. We think our experiences at institutions around the nation and our familiarity with the higher
education environment within the state of Florida provide unique qualifications for us to work with you on searches.

We would be available to attend any meetings of your Board as requested by you.

We are committed to abiding by all of your policies, including all security and confidentiality agreements. We would be pleased to present our services to you. Please do not hesitate to contact me at 202-746-6987 if you need further clarification on our submission.

Thank you for your consideration of our proposal. We would truly enjoy working with you to find the right person to be your next President.

Sincerely,

Jan Greenwood, Ph.D.
President & Partner
Greenwood/Asher & Associates, Inc.

CONTACT INFORMATION

G/A&A Partners: Dr. Jan Greenwood and Dr. Betty Turner Asher
Name of Firm: Greenwood/Asher & Associates, Inc.
Main Office Address: 42 Business Center Dr., Suite 206
                        Miramar Beach, FL 32550
Phone: 850-650-2277
Fax: 850-650-2272
Cell: 202-746-6987
Email: team@greenwoodsearch.com
Email01: jangreenwood@greenwoodsearch.com
Email02: bettyasher@greenwoodsearch.com
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## TABLE OF CONTENTS

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EXECUTIVE SUMMARY

Philosophy and values of presidential searches

We have four key values that undergird our partnerships with institutions for presidential searches:

First, our key value is to serve your needs to achieve the most crucial hire in the life and structure of a higher education institution. We desire to serve your needs by working together in partnership with you, our client. We customize each search to situate our work within the culture of the institution, consistent with your organizational values and historical processes. We are a nimble firm, flexible in meeting client expectations. We value your knowledge and your openness as together we prepare our recruiting strategies and consider the candidates.

Second, we see a presidential search as part of a long-term engagement with an institution that will stand the test of time. Often we place a chancellor/president of an organization and later are retained to search for members of the senior level administrative team and then to provide organizational and leadership development support for transitioning of senior members of the team, facilitate retreats for the president’s team and address other organizational and leadership development issues. Our 97% repeat client rate is evidence of our successful operationalization of this philosophy.

Third, we take very seriously our responsibility to bring you highly qualified candidates who match or exceed your expectations, including leaders who are women and underrepresented minorities of color and physical abilities. Evidence of fulfillment of this value is that our clients have appointed a woman or person of color in over 55% of our searches, which we believe this to be the best of all higher education search firms.

Fourth, we take very seriously our code of ethics, relating to ourselves and the members of the search committee, as our manifestation of our important responsibility to candidates, prospects and sources on your behalf. We will communicate necessary and timely information to them and act with dignity and fairness at each step in the process. We go to great lengths to protect confidentiality of our candidates, prospects and sources within the laws of your state for executive searches.

We live these values in every action we take within a search, in every interaction with committee members as well as prospects, sources and candidates. Together, these values enable us to provide superior service to you, our client, in every aspect of our partnership to find the next presidential leader of Florida Gulf Coast University.

Unique attributes that distinguish us as a leading higher education search firm

- Decades of extensive experience with executive searches in public and private universities;
- Proven track record of 97% repeat business from clients;
- Appointment of a woman or person of color in over 55% of our searches (we believe this to be the best of all higher education search firms) (see section below on building diversity pools);
- Searches that close with the client getting the candidate of first choice;
- Partnership model to work with you and to listen to all stakeholders so that the search is a collaborative process;
- Personalized attention from the G/A&A Partner or Principal who leads your search;
- Commitment to not accepting searches that could be viewed as competing with each other at the same time and for not recruiting our own placements;
- Methods and process that are efficient and effective, derived from research-based solutions and best practices of the executive search industry;
- Our tools customized to each client and not used by other firms (e.g. grids, questionnaires); we bring additional information to the committee to assess the candidates;
• Process that allows the search committee to reach agreement efficiently;
• Ability to reach prime candidates for this opportunity through our extensive database, networks and strategic outreach process;
• Cost effectiveness in fees, including measures to reduce expenses and increase effectiveness (e.g., video conferencing and technology support) and performing most administrative functions at our end;
• Ability to perform your requirements in four or five meetings;
• Reputation for accessibility to our clients at all times (e.g., we endeavor to respond to all emails and phone messages from the search committee Chair and administration liaison within 24 hours, weekly updates to Search Chair, regular schedule of phone check-in calls); and
• Commitment to excellence in every engagement and to the highest level of professional conduct.

We are constantly reengineering and improving our processes. We try to learn from our clients at each step along the way. We use feedback forms at each of our client meetings.

We believe that understanding client expectations is a major factor in success. This defines how we advertise the institution and position and how we reach out into the market. Our goal is to seek candidates who most completely meet the qualifications as determined by you.

Our process is designed to be efficient and effective in helping you arrive at your candidate of choice. We begin our outreach by segmenting the market to recruit a diverse prospect pool for consideration, which will include utilizing our databases and contacting reliable sources and organizations for recommendations. G/A&A has developed an effective strategy to identify and obtain qualified candidates, including minorities and women. Based on our experience with international and national searches, we have developed a large network of sources and contacts in the field who will provide nominations of highly qualified candidates. Our database is extensive.

Our guarantees
• We will be available to you 24/7 to provide assistance and answers to your questions.
• We have the employee capacity, time and resources to begin work immediately and to fulfill any contract that may emanate from this partnership.
• We do not recruit our placements, so you can be assured that we will not come back and raid these placements for other searches.
• We will stay with you until the search is successful in the hiring of the candidate of your choice, including continuation of the search process at no additional fee, with the client paying only reimbursement for travel and administrative costs relating to the search process.

Successful assistance with presidential searches
Greenwood/Asher & Associates has facilitated more than 300 presidential searches for colleges and universities. This represents a record of success about which we are very proud. We are a large enough executive search firm that we are constantly working with institutions to find presidents. This means that we are always up-to-date in the marketplace with knowledge about who is interested in moving into a presidency, and, more importantly from information gleaned from many nomination and referencing calls, about who is ready for a presidency and at what type of institution. We are also a small enough firm that we are able to provide focused, detailed and personalized service to each of our clients. With G/A&A, a presidential search is a very special endeavor that deserves our top-level attention. This includes direct attention to your search by our founders and partners, Drs. Jan Greenwood and Betty Asher. They will direct a team of G/A&A staff, including project manager, consultant, researcher and administrative assistant, who have had deep experience in presidential searches. Thus, they will bring to your search a depth and breadth of experience with the nuances, details and unique issues of presidential searches that do not exist in other executive searches in higher education.
Below is a listing of the placements we have facilitated for chief executive officers of higher education institutions over the past five years. Institutions highlighted in light blue share FGCU’s Carnegie classification thus showing our depth of experience with successfully completing searches for presidents of institutions of similar mission and focus to FGCU. The number of presidential searches completed for other types of institutions demonstrate the depth and breadth of our networks to find potential candidates who could be working at important levels of leadership within many different types of higher education institutions.

### Presidential Searches Facilitated by G/A&A in Past Five Years

<table>
<thead>
<tr>
<th>Institution</th>
<th>Position Filled</th>
<th>Date of Closure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Washington University</td>
<td>President</td>
<td>04/2016</td>
</tr>
<tr>
<td>Minneapolis Community and Technical College</td>
<td>President</td>
<td>03/2016</td>
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<tr>
<td>Orbis Cascade (Library) Alliance</td>
<td>Executive Director</td>
<td>03/2016</td>
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<tr>
<td>Massachusetts College of Art and Design</td>
<td>President</td>
<td>01/2016</td>
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<tr>
<td>Montgomery County Community College</td>
<td>President</td>
<td>01/2016</td>
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<tr>
<td>Radford University</td>
<td>President</td>
<td>12/2015</td>
</tr>
<tr>
<td>Chicago State University</td>
<td>President</td>
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</tr>
<tr>
<td>South Carolina Governor’s School for Science and Mathematics</td>
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<td>10/2015</td>
</tr>
<tr>
<td>University of Arkansas, Fayetteville</td>
<td>Chancellor</td>
<td>10/2015</td>
</tr>
<tr>
<td>University of Pikeville</td>
<td>President</td>
<td>10/2015</td>
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<tr>
<td>Kentucky Board of Education</td>
<td>Commissioner</td>
<td>09/2015</td>
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<tr>
<td>LeMoyne Owen College</td>
<td>President</td>
<td>06/2015</td>
</tr>
<tr>
<td>Chattanooga State Community College</td>
<td>President</td>
<td>05/2015</td>
</tr>
<tr>
<td>LYRASIS</td>
<td>Chief Executive Officer</td>
<td>05/2015</td>
</tr>
<tr>
<td>Southwest Tennessee Community College</td>
<td>President</td>
<td>05/2015</td>
</tr>
<tr>
<td>Kendall College of Art and Design</td>
<td>President</td>
<td>03/2015</td>
</tr>
<tr>
<td>Kutztown University</td>
<td>President</td>
<td>03/2015</td>
</tr>
<tr>
<td>Northeast Higher Education District</td>
<td>President</td>
<td>03/2015</td>
</tr>
<tr>
<td>Northland Community and Technical College</td>
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<td>03/2015</td>
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<tr>
<td>Mountain View College</td>
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<td>02/2015</td>
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<tr>
<td>Association of College Unions International (ACUI)</td>
<td>Chief Executive Officer / Executive Director</td>
<td>12/2014</td>
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<tr>
<td>University of Florida</td>
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<td>El Centro College</td>
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<td>North Lake College</td>
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<td>Austin Peay State University</td>
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<td>Lehigh Carbon Community College</td>
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<td>University of Memphis</td>
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<td>Minnesota State University Moorhead</td>
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<tr>
<td>Texas Tech University Health Sciences Center at El Paso</td>
<td>Founding President</td>
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</tr>
<tr>
<td>Florida Agricultural and Mechanical University</td>
<td>President</td>
<td>01/2014</td>
</tr>
</tbody>
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1 The Carnegie Classification of Institutions of Higher Education™ “has been the leading framework for recognizing and describing institutional diversity in U.S. higher education for the past four and a half decades” (Carnegie Classification of Institutions of Higher Education at [http://carnegieclassifications.iu.edu/](http://carnegieclassifications.iu.edu/)) Master's College and Universities “generally include institutions that awarded at least 50 master's degrees and fewer than 20 doctoral degrees during the update year” ([http://carnegieclassifications.iu.edu/classification_descriptions/basic.php](http://carnegieclassifications.iu.edu/classification_descriptions/basic.php))
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<th>Institution</th>
<th>Position Filled</th>
<th>Date of Closure</th>
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<td>Albany College of Pharmacy and Health Sciences</td>
<td>President</td>
<td>12/2013</td>
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<td>New School of Architecture and Design</td>
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<tr>
<td>Dallas County Community College District</td>
<td>Chancellor</td>
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<tr>
<td>College of Coastal Georgia</td>
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<td>University of Arkansas at Pine Bluff</td>
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<td>Southwest Minnesota State University</td>
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<td>Moravian College</td>
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<td>University of Virginia’s College at Wise</td>
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<td>Tennessee State University</td>
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<td>Mansfield University of Pennsylvania</td>
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<td>Bucks County Community College</td>
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<td>Central State University</td>
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<td>Oregon Education Investment Board</td>
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<td>Tennessee Technological University</td>
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<td>University of Massachusetts Dartmouth</td>
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<td>Anne Arundel Community College</td>
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<td>University of Maryland Eastern Shore</td>
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<td>Washington State University Vancouver</td>
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<tr>
<td>Montana Tech of the University of Montana</td>
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<td>President</td>
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<td>University of North Georgia (Formerly North Georgia College &amp; State University)</td>
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<td>American College of Education</td>
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<td>03/2009</td>
</tr>
<tr>
<td>Southeastern Louisiana University</td>
<td>President</td>
<td>02/2009</td>
</tr>
<tr>
<td>Virginia Commonwealth University</td>
<td>President</td>
<td>02/2009</td>
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</tbody>
</table>
APPROACH AND METHODOLOGY FOR PRESIDENTIAL SEARCHES

We will customize our approach to meet the specific needs of FGCU. We are a nimble firm and can be responsive to client needs at all times. Our branded process exceeds all of the specifications in the RFP for services required by FGCU for this search. We understand the importance of having the right person to fill this position. Our consultants have a history of 97% repeat business, searches that close with the client getting the candidate of first choice, and a process that allows the search committee (or other representative group) to reach agreement. Many of our client relationships are long-term.

Approach to scope of services

G/A&A will:

- Collaborate with the client throughout the searches, from the initial meetings through the recruitment, evaluation, and selection of successful candidates. We understand the unique challenges of these searches and are prepared to leverage our expertise throughout the process to meet the agreed-upon objectives. Based on our experience with international and national searches, we have developed a large network of sources and contacts in the field that will provide nominations.

- Attend and direct the search at regularly scheduled meetings. We will coordinate with the client on communication strategies and will be able to provide advice on cost-effective ways to conduct a high quality search.

- Meet with the client to gather information and intelligence to customize executive search services. Dr. Greenwood or Dr. Asher and the project manager will meet with relevant constituent groups in the first phase of the searches. Clients have found these meetings particularly helpful as they establish a rapport, enhance the communication between stakeholders, and provide the community with a clear understanding of the mandates of FGCU.

- Collaborate with the client to develop an overall search plan of action, timeline, recruitment materials, and design an interview and selection process, which will present the strengths, challenges, and opportunities of each candidate in order to secure the candidates who best match your criteria.

- Comment on, draft, or collaborate with the client regarding creation or updates to the position profile for the executive level position.

- If needed, assist in determining how to advertise the position and with the placement of advertisements in international, national, and local papers and media outlets such as The Chronicle of Higher Education, DIVERSE (formerly Black Issues in Higher Education), Hispanic Outlook in Higher Education, Women in Higher Education, The Chronicle of Philanthropy and others appropriate to the special characteristics and nature of the institution.

- Actively recruit individuals who have a high probability of success in meeting the requirements specified in the position profiles for the executive level position. Recruit a diverse prospect pool for consideration, which will include using our databases and contacting reliable sources and organizations for recommendations.

- Provide weekly updates regarding search activities and status, including lists of active candidates and prospects identified through nominations. We also provide a portfolio of all ads placed on behalf of the search for HR documentation purposes. We provide custom-tailored reports on market feedback and referencing and other presentations as needed. We will complete any forms required by HR documenting status and decisions regarding candidates at the key milestones of the search. We submit expense reports as expenses are incurred.
• Screen applicants and nominees and provide supporting documentation of recruitment efforts, including overall market feedback and gender/diversity statistics. Track and manage prospect and candidate information throughout the search process and provide detailed background information on the candidates.

• Compare candidates within a customized matrix (via resume, additional information, and preliminary interviews) with stated characteristics and qualities listed in the position profiles.

• Conduct or assist the client in conducting background checks and coordinate reference checks on selected candidates.

• Provide technical, administrative, and logistical support for the searches and interview process, site visits, final selection, contract negotiations, transition considerations, and follow-up. Drs. Greenwood and/or Asher will be available for timely consultation with the client regarding the searches, work of the search firm, and the candidates.

• Utilize a specialized client feedback tool that measures client satisfaction. As part of this process, the client evaluates our work in all areas of the search on a four-point scale where 1 is the lowest and 4 is the highest. Our average rating is 3.90.

• Conduct conferences and meetings through cost- and time-efficient mechanisms, as desired by the client, such as video conferencing. We have this capability in the corporate office and have used it successfully with other searches. We also have the capability to place information, including candidate files, on a password-protected website, which allows committee members to access them easily and quickly. Further, many of our clients are using electronic forms of communication as a vehicle for round one of interviews. This can be a significant cost savings to our clients and we have demonstrated success with this audio and video capability.

• Manage these searches with the utmost professionalism. Examples of clients for whom G/A&A consultants have assisted in successfully completing can be found in our list of diversity and presidential search placements.

Phase I: Development of timeline and criteria

• Meet with the client to gather information and intelligence to customize executive search services. This would include meeting with the search committee to provide advice regarding search strategies and “best practices” that might enhance the effectiveness and success of a presidential search in today’s higher education climate.

• Advise the search committee regarding outreach and involvement of relevant constituent groups to build consensus regarding top characteristics required and desired in the new president. We would conduct a consensus-building exercise with the client, stakeholders, staff members, and/or search committee to elicit information and build agreement around emerging conclusions. Clients have found these meetings particularly helpful as they establish a rapport, enhance the communication between stakeholders, and provide the community with a clear understanding of the College’s mandates.

• Solicit input from stakeholders about the desired characteristics and expectations of the president, as well as gather nominations from entities and individuals related to your institution such as leaders and board members of other institutions in the state, of other institutions of the same Carnegie classification, of peer and aspirational institutions, of institutions in associations and other affinity organizations. We will also reach out to heads of relevant academic and administrative associations, higher education diversity organizations, and state networks and systems.
• Through these meetings and inquiries, develop with the Board of Trustees and search committee a set of criteria for the search process and for candidate qualifications including job expectations for the new president. From this work would emerge the position description, including the required and desired characteristics of the next president. Per the preference of the Board, we will work with the search committee to draft a position description or submit a draft for consideration and amendment by the Board.

• Assess competitive strengths/weaknesses of client in national market for searches, evaluate current search processes, and assess client opportunities/challenges. Share this assessment with the Board of Trustees and search committee as preparation for the design of the targeted strategy for recruitment.

• Collaborate with the Board and search committee to develop a search plan of action, timeline, recruitment materials, interview designs and selection process, which will present the strengths, challenges and opportunities of FGCU so you can secure candidates who best match your criteria.

• Comment on, draft, or collaborate with the client regarding creation, review or updates to the position profile for any executive level positions.

• If needed, assist in determining how to advertise the position and with the placement of advertisements in international, national, and local papers and publications such as The Chronicle of Higher Education, DIVERSE (formerly Black Issues in Higher Education), Hispanic Outlook in Higher Education, Women in Higher Education, The Chronicle of Philanthropy, and other appropriate media outlets. We will provide assistance in determining the best mix of ad placements to address the criteria identified for the search within the budgetary requirements of the search.

• We will work with the search committee chair and committee members to address the ethical issues in a search process. Dr. Jan Greenwood, founder and partner of G/A&A, worked with the American Council on Education at its request to develop a search firm code of ethics, and G/A&A has adhered to this code ever since. We provide training on these search ethics issues or can supplement training from the client’s HR office. Ethics are very grave issues in the search process and we take these issues very seriously.

Phase II: Identification of qualified and highly desirable candidates

• Actively recruit individuals who have a high probability of success in meeting the requirements specified in the position profiles for this position. We will tap our own extensive database of professionals; reach out into our national and international networks; and solicit and follow-up on nominations received from you and from our own contacts. In particular, we will reach out to senior officers and long-serving leaders of similar institutions, as well as within universities and colleges, in both the public and private spheres to find people with expertise in higher education entities like your institution. At the same time, we will always be looking for candidates from outside this group of institutions, and even from outside higher education, who may have deep leadership experience in areas of the unique characteristics and strengths of your institution. We will recruit a diverse prospect pool for consideration.

• Coordinate with the client’s online application portal or have nominations and applications come directly to G/A&A, per the preferred process and culture of your institution. If desired, we provide all of the acknowledgement letters for application completion and all other follow-up and communications as needed with the candidates for the duration of the search.

• Screen applicants and nominees and provide supporting documentation of recruitment efforts, including overall market feedback and gender/diversity statistics. Track and manage prospect and
candidate information throughout the search process and provide detailed background information on
the candidates. This includes reviewing application materials for each prospect (e.g. cover letter,
CV/resume, checking for information on the candidate through Google and Factiva).

- Assist the search committee with the evaluation of candidates so that strengths and weaknesses are
  readily discernible. We compare candidates within a customized matrix report (via resume, additional
  information, and preliminary interviews) with stated characteristics and qualities listed in the position
  profiles for the top candidates showing the most promising qualifications.

- Meet with the search committee to present a complete list of all applicants, including those coming
  from advertisements, nominations and recruiting. We will screen candidates regarding the stated
  qualifications for the position and note to the Committee those candidates who do not meet minimum
  requirements. At the search committee’s meeting to review prospects, we will provide detailed
  summaries on each candidate based on our analysis of application materials and interviews with the
  prospects by the G/A&A team leaders. Conduct phone and/or video screening interviews with
  candidates advanced by the search committee to Round One Interviews.

- Present G/A&A rating instruments for candidates and work with search committee to develop its own
  rating instruments for candidates appropriate to search criteria. We also provide additional
  information beyond application cover letters and CVs/resumes. Examples include a custom-designed
  questionnaire relating to the specific criteria, issues, and challenges of the search that we ask
  candidates to complete so that the search committee can have comparable information across
  candidates. We do in-depth investigation for how candidates appear in Google headlines, scholarly
  indexes, and newspaper/media stories (using Factiva, a service similar to Lexus/Nexus).

- Share applicant materials with search committee members through a secure website maintained by
  G/A&A expressly for this purpose. We provide training for search committee members regarding
  access and use at the Start-Up Meeting. As the search progresses, we add more information
  regarding the search and candidates advanced forward that are useful to the search committee in
  their decision-making. We provide all materials electronically unless the client provides specific
  requests for paper materials. After a search is completed, we will work with the client to provide an
  electronic documentation of search materials for archiving to meet your specific needs.

- Organize Round One interviews, including scheduling of candidates and facilitation of their travel
  arrangements. We work with the client to identify a site (or Skype) solution for the Round One
  interviews and provide specifications for logistical needs for an interview site so that we can work
  with the client for the contracting and logistical use of such a site.

- Support the client in the development of a template schedule for the campus interviews that will
  include meetings with all of the relevant campus officials and groups, as well as an open forum and
  other ways that the client wants to include broad involvement in the campus visit interview process.

- Work with the institution to create a candidate package for Round One Interviews and/or Campus
  Visits that showcase the institution, the city and region, the school resources of the community, and
  the state’s educational structure. While candidate packages used to be a large mailing of brochures
  and reports, such information can now be captured as a single page of Internet links to appropriate
  and useful websites. We work with the institution to create this listing.

- We facilitate 360° referencing, which includes outreach to supervisors, colleagues, and direct reports
  both on the offered list of the candidate and off the list of the candidate. We work with the search
  committee to develop a referencing protocol template of desired questions for gathering of
  information. We either conduct the references calls ourselves or in conjunction with search
  committee members, per the choice of the search committee. We use behavioral assessment
  strategies; that is, we seek to uncover the process, accomplishments and roles for each referenced
candidate. We want to know what candidates actually did, behind the general statements that referees so often provide. We provide a presentation of highlights of the findings of the referencing at the Reference Feedback Meeting for the search committee members, and a full report to the Hiring Authority.

- Provide technical, administrative and logistical support for the search and interview process, site visits, final selection, contract negotiations, transition considerations and follow-up. Provide training for search committee members regarding interview procedures.

- As requested, organize background checks on finalist candidates, including criminal background checks, motor vehicle records, verification of education, personal financial background checks professional designation, and credentials provided in the application package.

- Facilitate the scheduling and organization of visits by representatives of the search committee to make visits to the employment site(s) of the leading candidates in this search to meet with the supervisors and colleagues of candidates. While such employment site visits are still rare in the higher education search process, an increasing number of search committees find such visits helpful and instructive to their decision process. We will support any such events like this that fit within the culture of the hiring institution.

- Be available throughout the search process for timely consultation and debrief with the search committee and chair by phone, e-mail or in person regarding the applicant pool, referencing, and consideration process. We endeavor to respond to all inquiries from the search committee chair and administrative liaison as well as by the Hiring Authority within 24 hours.

Phase III: Selection and announcement

- Conduct or assist in conducting background checks and 360° reference checks on selected candidates.

- Collect information from candidates regarding their contract expectations. Discuss contract needs with finalists. Provide this information to the Hiring Authority, along with any other information or analysis requested by the Hiring Authority in support of the hiring decision.

- As requested, provide input on the final selection process.

- Provide insight into the design of the announcement document and process to support the client in the announcement of its new president.

- If requested, provide transition support for your institution and its new hire through a contract extension regarding an onboarding process. See Appendix C.

- Notify all candidates, nominators and others associated with the search about its outcome via an email that includes linkage to the institutional announcement of the new president.

G/A&A support throughout all phases of the search

- We understand the importance of having the right person to fill a position. Our consultants have a history of 97% repeat business, searches that close with the client getting the candidate of first choice, and a process that allows the search committee (or other representative group) to reach agreement. Most of our client relationships are long-term.

- The G/A&A team will collaborate with the client throughout any searches, from the initial meetings through the recruitment, evaluation and selection of successful candidates. We understand the
unique challenges of search and are prepared to leverage our expertise throughout the process to meet the agreed-upon objectives. Based on our experience with international and national searches, we have developed a large network of sources and contacts that will provide nominations.

- We will provide master lists of candidates, weekly search updates, market feedback reports, a candidate matrix report on prospects and candidates at each stage of the search, reference reports, and other presentations as needed. Copies of all applications and nominations as well as all acknowledgements sent to applicants regarding receipt of application materials will be shared with the chair of the search committee as requested.

- We use technology to facilitate searches in cost-effective ways. We conduct many search meetings with clients via video conferencing. Further, many clients use video conferencing as a vehicle for round one of interviews. This can be a significant cost savings to our clients. We also have the capability to relay information, including candidate files, electronically through a shared-access website, which allows committee members to access them easily and quickly.

- The G/A&A team leaders will coordinate with the client on communication strategies and will be able to provide advice on cost-effective ways to conduct a high quality search.

- We utilize a specialized feedback tool that measures client satisfaction and allows the client to evaluate our work in all areas of the search on a four-point scale where 1 is the lowest and 4 is the highest. Our average rating is 3.90.

- G/A&A will maintain complete records of the search activities as required under the contract, and share these records with the client as requested.

**Recruitment strategy**

We pride ourselves on our ability to find needles in haystacks; that is, to find individuals who are uniquely suited to the requirements of the position, especially when finding such a person requires looking both within and outside the academy. The next president of FGCU may be working within academia, but may also have had roots in academia but currently working elsewhere in K-12, government, foundations, associations, consortiums or businesses. We cast our nets widely and mine our extensive networks to find the right person for the position. We develop a search plan with you to target the kinds of backgrounds and experiences that you feel are necessary and desirable in your new hire.

We are able to represent effectively and accurately our clients in the search process because we take the time to listen and learn about each organization. We will dig deeply to understand the history, current challenges and future opportunities of you, our client, so that we can speak with passion and authority to prospects about the unique leadership opportunity provided through this search. We will have read all of your materials, met with you several times (see our project approach section) to discuss the circumstances surrounding this search process. We will be in constant contact with the search committee chair so that we can provide updates as to what we are hearing in the marketplace about this opportunity, as well as to share questions that we are hearing for which specific answers are required.

Our goal is always to represent our clients with enthusiasm, passion, and dedication.

GAA will work with the Board of Trustees and Search Committee to devise a targeted strategy for recruitment. The concept behind a targeted search strategy is to determine a set of concentric circles that encapsulate the most desire characteristics of the next president, with each new circle representing a degree of wider variation that expands the search scope. For example, the core circle may include sitting presidents of similar or aspirational institutions. A second circle may include sitting provosts/vice presidents of academic affairs. A third circle may include rising stars in leadership roles in academia. A fourth circle might include substantive leaders with academic roots within government agencies,
foundations, non-profits, and industry. The goal is to design the set of concentric circles to include all of
the possible combinations of backgrounds and expertise that could be applicable to this institution. The
strategy will then be followed by G/A&A for its recruitment plan (e.g., emails and follow-up phone calls to
everyone on the strategic target list identified by the application of the strategy). We provide updates on
the progress of application of this strategy to the search chair in a weekly update email. See section
below for our particular efforts within our commitment to the recruitment of a diverse applicant pool.

Building diverse pools of applicants from inside and outside academia

We have particular strengths and strategies for building a diverse pool of candidates. We have built a
reputation as being diversity-friendly with high success in facilitating institutions in the hiring of diversity
and underrepresented minority (URM) candidates. Our clients have appointed a woman or person of
color in approximately 55% of our searches. We believe this is the best of all the higher education firms.
Please see table below for examples of diversity hires, including presidents, completed by G/A&A.

Behind this reputation is a philosophy regarding the support of women and minorities in leadership
advancement and success. We live this philosophy in many ways.

- We are a women-owned firm with a diverse consulting team. G/A&A colleagues are predominately
  women with ethnic and cultural backgrounds from the US, Philippines, Trinidad, Puerto Rico, China
  and Germany.

- We work with national leadership groups advancing the careers of women and people of color. We
  have cultivated organizational partnerships with groups who cater to the needs and interests of
  minority candidates. We reach out to minority and women caucuses at professional societies in
  higher education for nominees, and make presentations to diverse groups aspiring to advance their
  careers. A strong, diverse, informal network is a critical part of any successful diversity recruitment
effort.

- One of G/A&A’s search specializations becomes an important asset for seeking diverse and
  underrepresented minorities for all of our searches. We have a specialty area in the placement of
  university chief diversity officers and recently completed those searches for the University of Kansas,
  University of Minnesota Twin Cities, University of California San Diego, Virginia Commonwealth
  University, University of Denver, Purdue University, Susquehanna University, University of New
  Mexico, Grand Valley State University, University of California Berkeley, University of Missouri
  Kansas City, University of Michigan Ann Arbor and University of Virginia. These officers are a source
  for diversity candidates.

- We have successfully completed many searches for Hispanic Serving Institutions and Historically
  Black Colleges and Universities. These hires constitute an important resource for identifying diverse
  candidates. Because we facilitated their hiring and because we keep up regular connections with
  these individuals, they take our calls and take the time to think about diversity and URM candidates
  for the searches that we facilitate.

We aggressively pursue a diversity advertising and outreach strategy. We maintain a detailed listing of
media, association and organization outlets for all types of diversity in and related to higher education.
Our advertising and outreach strategy go far beyond the typical listings of gender and race/ethnic to
identify URMs of very dimension. We are particularly attentive to compliance with the Final Rule of
Section 503 of the Rehabilitation Act regarding inclusion of all types of candidates, including those with
disabilities. Examples of diversity advertising and outreach include:
American Association of Hispanics in Higher Education, Inc.
American Council on Education Office of Inclusive Excellence, Women’s Network
Association for the Study of the Worldwide African Diaspora
Consortium of Higher Education LGBT Resource Professionals
Diverse (formerly Diverse Issues in Higher Education) -- now including coverage of and outreach to people with disabilities working within higher education
Hispanic Outlook
Insight into Diversity -- now including coverage of and outreach to people with disabilities working within higher education
Journal of Blacks in Higher Education
LGBTQ Presidents in Higher Education
Military Officer Association of American (MOAA) – including outreach to disabled military veterans
National Association of Asian American Professionals
National Association for Equal Opportunity in Higher Education – including outreach to people with disabilities
National Association for the Advancement of Colored People (NAACP)
Tribal College Journal
United Negro College Fund
Voice and Vision of American Higher Education
Women in Academia Report
Women in Higher Education
White House Initiative on Asian Americans and Pacific Islanders
White House Initiative on Historically Black Colleges and Universities

We work with our partner institutions to collect demographic data as required by federal reporting requirements, including information on candidates with disabilities. We invite applicants to self-identify as individuals with disabilities in the pre- and post-offer stages of the search. We seek to use the institution's equal opportunity clause in all search outreach documents, and provides a member of the G/A&A search team as contact for individuals with disabilities needing any accommodations during the search process. We collect any records requested by the institution relating to diversity and disabilities among candidates.

We also use other strategies to identify and reach out to diversity and disabled candidates and URMs. As part of our outreach for nominations, we particularly emphasize the importance of finding rising diversity, disabled and URM leaders that meet the criteria of the search. We actively seek diversity, disabled and URM organizations in higher education college and university systems and in academic discipline areas. We talk to leaders and representatives of these entities to obtain names of rising leaders. We constantly ask about diversity, disabled and URM rising leaders in all of our outreach. We also reach out to higher education administration doctoral programs and ask professors and administrators for outstanding alumni with disabilities and from URM groups who are ready for next level leadership positions in higher education. Also, it is our experience that it takes two to three additional calls to convince diversity, disabled and URM leaders to apply. We go the extra mile to make these additional calls so that we can convince these important leaders to apply.

Finally, the passion for the support and pursuit of diversity among our search pools is a value and philosophy that permeates G/A&A. Drs. Greenwood and Asher were pioneer women leaders in U.S. higher education. Their deep commitment to the support of diversity leadership has meant that the push to identify such rising leaders has yielded an extraordinary database, compiled over almost 30 years in executive search, beginning with Dr. Greenwood’s initial start in executive search in 1992. We believe this to be perhaps, the largest such database of women, minorities, people with disabilities and underrepresented rising leaders in U.S. higher education – and a resource to which we add new names daily. This rich database becomes an asset for every search that we perform.
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<th>Diversity Hire</th>
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<td>Provost</td>
<td>Dr. Tarun B. Patel</td>
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<td>President</td>
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<td>Sandra Doran, J.D.</td>
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<td>Central Michigan University</td>
<td>Executive Vice President and Provost</td>
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<td>Ms. Mary “Maggie” Ferrell</td>
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<td>Monte Ahuja Endowed Chair in Global Business</td>
<td>Dr. Ping Deng</td>
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<td>Cleveland State University</td>
<td>Director of Admissions</td>
<td>Ms. Lee Furbeck</td>
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<tr>
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<td>Dr. JoAnne K. Glasser</td>
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<td>Founding Director of Doctor Physical Therapy Program</td>
<td>Dr. Lisa Zuber</td>
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<td>Fashion Institute of Technology</td>
<td>Vice President of Enrollment Management and Student Success</td>
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<td>Dr. Mary Ann Rankin</td>
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<td>Dr. Juliette B. Bell</td>
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<td>University of Washington</td>
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<td>Dr. Judy Hample</td>
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## Examples of Diversity Placements Facilitated by G/A&A

<table>
<thead>
<tr>
<th>Institution</th>
<th>Position</th>
<th>Diversity Hire</th>
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<tbody>
<tr>
<td>University of Mary Washington</td>
<td>Provost</td>
<td>Dr. Jay A. Harper</td>
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<tr>
<td>University of Mary Washington</td>
<td>Vice President for Advancement and University Relations</td>
<td>Mr. Salvatore M. Meringolo</td>
</tr>
<tr>
<td>University of Maryland Baltimore</td>
<td>Assistant Dean of Development</td>
<td>Ms. Christine Williams</td>
</tr>
<tr>
<td>University of Maryland Medical System</td>
<td>Chief Development Officer for the R. Adams Cowley Shock Trauma Center</td>
<td>Ms. Constance “Dina” Klicos</td>
</tr>
<tr>
<td>University System of Maryland</td>
<td>President, University of Maryland, Eastern Shore</td>
<td>Dr. Thelma Thompson</td>
</tr>
<tr>
<td>University of Massachusetts Amherst</td>
<td>Endowed Chair, College of Nursing</td>
<td>Dr. Donna Sabella</td>
</tr>
<tr>
<td>University of Massachusetts Dartmouth</td>
<td>Dean of Nursing</td>
<td>Dr. Kimberly Christopher</td>
</tr>
<tr>
<td>University of Massachusetts Dartmouth</td>
<td>Chancellor</td>
<td>Dr. Divina Grossman</td>
</tr>
<tr>
<td>University of Massachusetts Dartmouth</td>
<td>Provost and Executive Vice Chancellor for Academic and Student Affairs</td>
<td>Dr. Mohammad Karim</td>
</tr>
<tr>
<td>University of Massachusetts Dartmouth</td>
<td>Dean, Arts and Sciences</td>
<td>Dr. Jeannette Riley</td>
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<tr>
<td>University of Miami</td>
<td>Director, Counseling Center</td>
<td>Dr. Rene Monteagudo</td>
</tr>
<tr>
<td>University of Miami</td>
<td>Executive Director, International Programs &amp; Services</td>
<td>Dr. Judith Pennywell</td>
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<tr>
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<td>Associate Vice President for Student Affairs and Dean of Students</td>
<td>Dr. Laura Blake Jones</td>
</tr>
<tr>
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<td>Dean of A. Alfred Taubman College of Architecture and Urban Planning</td>
<td>Ms. Monica Ponce de Leon</td>
</tr>
<tr>
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<td>Director, Center for the Education of Women</td>
<td>Dr. Gloria Thomas</td>
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<tr>
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<td>Director of National Center for Institutional Diversity</td>
<td>Dr. Phillip Bowman</td>
</tr>
<tr>
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<td>Director of the Ginsberg Center for Community Service and Learning</td>
<td>Ms. Theresa Cusimano</td>
</tr>
<tr>
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<td>Vice President For Access, Equity and Multicultural Affairs and Vice Provost</td>
<td>Dr. Nancy “Rusty” Barceló</td>
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<td>Dr. Ann Cary</td>
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<td>Dr. Karen Dace</td>
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<tr>
<td>Institution</td>
<td>Position</td>
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<tr>
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<tr>
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<td>School of Dentistry Dean</td>
<td>Dr. Marsha Pyle</td>
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<tr>
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<tr>
<td>University of North Carolina at Charlotte</td>
<td>BOA Endowed Chair in Information Technology</td>
<td>Mr. Ashit Talukder</td>
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<tr>
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<td>Dr. Bojan Cukic</td>
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<td>Dr. Denise Lloyd McDowell</td>
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<tr>
<td>Winona State University</td>
<td>President</td>
<td>Dr. Judith Ramaley</td>
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</table>
**WORK PLAN**

**Milestones and deliverables**

The following table summarizes milestones and deliverables at each step of the G/A&A process.

<table>
<thead>
<tr>
<th>Phases</th>
<th>Milestones</th>
<th>Related Activities</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase I: Development of Timeline and Criteria</td>
<td>Initiation of searches and establishment of expectations</td>
<td>Initial meetings with client</td>
<td>Agreement on institutional needs regarding search.</td>
</tr>
<tr>
<td></td>
<td>Organizational needs analysis</td>
<td>Forums, interviews and/or phone calls conducted with stakeholders as needed</td>
<td>Assessment of competitive strengths/weaknesses of client in national market for searches, evaluate current search processes, assessment of client opportunities/challenges.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Agreement on position profiles, process, format, work plans, schedules, and budget for the searches</td>
</tr>
<tr>
<td>Phase II: Identification of Qualified and Highly Desirable Candidates</td>
<td>Research and candidate development</td>
<td>Research and targeted outreach to candidates</td>
<td>Establishment of targeted search strategies to yield pools of viable and desirable candidates</td>
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<td></td>
<td>Search Committee Start-Up Meeting</td>
<td>Educate committee members on search procedures, strategies, development of search materials (e.g. interview questions, referencing protocol), use of secure website</td>
<td>Start-Up Meeting, support and education materials for search. Introduce committee members to secure web site entry, usage and policies.</td>
</tr>
<tr>
<td></td>
<td>Candidate evaluation: Determination of candidates to interview</td>
<td>Meetings to review prospects (long list)</td>
<td>Resumes and updates on other information gathered on candidates Market feedback report delivered</td>
</tr>
<tr>
<td></td>
<td>Candidates selected for first set of interviews</td>
<td>Logistics surrounding interviews and schedules</td>
<td>Advance agreement on list of interview questions and interview process</td>
</tr>
<tr>
<td></td>
<td>Semi-finalists candidates selected: Review of background information on the candidates</td>
<td>Coordination of reference checks as requested by client Coordination of background checks as requested by client</td>
<td>Client selects final candidates</td>
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<tr>
<td></td>
<td>Candidate selection: Final round of interviews</td>
<td>Logistics surrounding interview schedule</td>
<td>Agreement on pools of acceptable finalists</td>
</tr>
<tr>
<td>Phases</td>
<td>Milestones</td>
<td>Related Activities</td>
<td>Deliverables</td>
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<td></td>
<td>Discussion of communication</td>
<td>Intervention regarding any candidate issues</td>
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<tr>
<td>Phase III:</td>
<td>Background</td>
<td>Conduct 360⁰ referencing and background checking on finalists. Work with search</td>
<td>Final candidates selected</td>
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<tr>
<td>Selection &amp;</td>
<td>checking</td>
<td>committee to design referencing protocol, and if members wish to conduct references,</td>
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<tr>
<td>Announcement</td>
<td></td>
<td>teach referencing strategies and techniques.</td>
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<tr>
<td>Contract</td>
<td>Collect and discuss appointment</td>
<td>Collect and discuss appointment needs with finalists. Provide input to Hiring</td>
<td>Conduct contract negotiation with lead candidate for selection</td>
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<td>needs with finalists. Provide input</td>
<td>Authority regarding contract negotiations</td>
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<tr>
<td>Announcement</td>
<td>Provide input on final selection</td>
<td>Provide input on final selection and announcement process</td>
<td>Work with client to develop announcement of new president</td>
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<td></td>
<td>and announcement process</td>
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<tr>
<td>Notification of</td>
<td>Notify all candidates, nominators</td>
<td>Notify all candidates, nominators and others associated with the search about its</td>
<td>Notification of interested parties regarding outcome of search</td>
</tr>
<tr>
<td>members of candidate</td>
<td>and others associated with the</td>
<td>outcome.</td>
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</tr>
<tr>
<td>pool</td>
<td>search about its outcome.</td>
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</table>

**Staffing and time commitment**

For this search, the G/A&A team will be led by Drs. Jan Greenwood and Dr. Betty Turner Asher. They will have the prime responsibility and final authority for the work under the proposed contract. Both partners will be involved with this search. Depending upon their workload at the time that G/A&A contracts this search, either Dr. Greenwood or Dr. Asher will become the visible project manager (e.g. attending the search meetings in person) with the other partner involved in all steps of the process and available to you for consultation by phone and/or video conferencing. This ensures the wisdom and expertise of both partners in the search without incurring travel costs for both, which we find is always a topic of concern for institutions.

The partner/project manager will attend every client meeting. She holds responsibility for the quality of the process, recruitment strategy, prospect pool and final candidates. She will be aided by other front-line team members drawn primarily from our principals and sometimes from other consultants who might have specific expertise to bring to bear in a particular stage of the search. Each team member supervised by the project manager works on an average of three searches at a time.

As a retained search firm, we are committed to you for finding the next president of Florida Gulf Coast University with the investment of as much time as it takes to complete this task. As a retained fee, we do not bill by the hour, but rather commit to FGCU for all of the time needed to ensure success. One of our guarantees is that we will stay with you until the search is completed.

**Jan Greenwood, Partner and President (Phone: 202-746-6987)**

**Education**
- Florida State University, Ph.D.
- East Carolina University, M.Ed. and B.S.
- Peace College, AA
Additional credentials
- Harvard’s Institute for Educational Management
- Trained in England on Tavistock group methods
- Licensed psychologist in Ohio

Executive search experience
- Led strategy and implemented searches for approximately 21 years as partner, director, and vice president in the Washington, D.C. and Alexandria offices of two different international search firms
- Conducted hundreds of searches for executives in education, health care, nonprofit, information technology, and for corporate boards

Educational experience
- University president in both private and public higher education institutions
- Library named in honor of presidency at Virginia institution
- Earned tenure and full professor
- K-12 experience as a high school teacher and counselor

Career professional achievements and activities
- Member, Monmouth University Board of Trustees, Educational and Faculty Affairs Committee and Executive Committee
- Former board member for symphony, opera, ballet, United Way, Regional Plan Association, YWCA
- Founding President of the Long Island Sound Foundation
- Former member of corporate board of the Aquarion Company - Served as Chair of the Environmental, Community & Government Relations Committee and member of the Audit Committee
- Former Board & Executive Committee member, American Council on Education
- Former member, Association of Governing Boards President’s Advisory Committee and their Commission on Strengthening Presidential Leadership
- Former Chair, American Association of State Colleges and Universities Policy & Purposes Committee
- Former member, Southern Governors’ Association Advisory Council on International Education
- Former Chair, Council of Presidents for Virginia Public Higher Education
- Chair, American Council on Education Executive Search Roundtable
- Secretary, Seascape Board of Directors
- Vice Chair, Majestic Sun Board of Directors

Betty Turner Asher, Partner and Vice President  (Phone: 850-337-1488)

Education
- University of Cincinnati, Ed.D.
- Western Kentucky University, M.A.
- Eastern Kentucky University, B.A.

Additional credentials
- Studied at Harvard’s Institute for Educational Management
- Dartmouth’s Executive Management Institute
Executive search experience
- Partnered with Dr. Greenwood and consultants on more than 500 searches

Educational experience
- President, Vice President for Student Affairs, Associate Vice President for Academic Affairs and other university leadership positions
- Professor of Educational Psychology and Counseling, Associate Professor Counselor Education, and other university teaching positions
- High school English teacher

Career professional achievements and activities
- Owned and served as President of training and consulting firm
- Served on Corporate Boards
- Consultant for Accrediting Commissions
- National Advisory Board of Insuring Tomorrow, National Leadership Inc.
- Presidential Network on International Education, ACE
- Board of Directors, Children's Care Hospital and School Foundation and Sioux Valley Hospital
- Board of Directors, Vermillion Development Corporation
- Board of Directors, Karl E. Mundt Foundation
- Board of Directors, Neuharth Advisory Board
- President's Commission, NCAA

Marion Frenche, Principal & Practice Leader for Diversity, Equity and Inclusion (Phone: 301-292-6615)

Education
- Columbia Union College, B.S. (Degree near completion) education and administration

Executive search experience
- Managed searches for two of the largest international search firms in the Washington, D.C. metropolitan area
- Completed more than 200 searches for executives in education, health care, and information technology in public and private universities, colleges and schools, as well as nonprofit associations and organizations
- Facilitated successful searches for presidents and senior administrative officers for HBCU’s, including Florida A&M University, Morgan State University, University of Maryland Eastern Shore, University of Maryland Eastern Shore, Central State University, West Virginia State University, Virginia State University, Mississippi Valley State University, Coppin State University, Cheyney University of Pennsylvania, Alcorn State University, Bowie State University and Albany State University.
- Facilitated searches for a wide range of medically-related positions, including senior leadership, department chairs, endowed chairs, and faculty in higher education and medical institutions.

Career professional achievements and activities
- Conducted executive training with the major health care facilities and hospitals within Northern Virginia and Southern Maryland
- Presented at national conferences and professional meetings on the search process, with particular emphasis on the nature of the search process for minority candidates.
Julie Holley, Principal and Executive Search Consultant (Phone: 850-337-1473)

Education
- University of Baltimore, School of Law, Baltimore, Maryland, J.D. Law
- American University, Washington, D.C., B.A.

Executive search experience
- Eight years of higher education executive search work with specialization in presidential searches, with particular expertise in Master’s level, comprehensive and rural institutions.
- Assisting on more than 100 higher education searches, with specialization in presidential and cabinet-level searches
- Other specializations in law dean and general counsel positions

Educational and career work experience
- Specialized in real estate work both Commercial and Private; including closings, foreclosures, quiet title and partition suits, and research of titles
- Handled trust and estate work and corporate work
- Law clerk state regulatory agency
- Law clerk private law firm
- Staff intern to U.S. Representative

Career professional achievement and activities
- Former member and Secretary of Board of Directors for local YMCA

Sharon A. McDade, Principal and Senior Executive Leadership and Search Consultant (Phone: 703-567-3388)

Education
- Harvard University, Ed.D. Administration, Planning and Social Policy
- Ohio State University, M.F.A.
- Miami University, B.S.

Leadership Development and Search Experience
- Director, Emerging Leaders Group and Fellows Program, American Council on Education
- Director, Harvard University Institute for Educational Management; creator and director, Harvard University Management Development Program; co-creator Harvard University Seminar for New Presidents
- Founder, director, founding board member, and external evaluator for leadership development programs serving state higher education systems, national associations, national banking company, and the U.S. Department of Justice. Consultant, teacher, and facilitator for dozens of other U.S. higher education leadership programs.
- Search consultant with Greenwood/Asher & Associates with specialization in facilitation of multiple simultaneous searches, dean searches and cabinet-level searches.

Academic Experience
- Tenured professor and faculty member, and Coordinator and Principal Adviser, higher education administration graduate programs, private Research I universities. Professorial positions at public land-grant university and private comprehensive institutions.
- Chaired 60+ doctoral dissertations on issues relating to higher education administration and leadership development
- Co-creator and Director, Center for Educational Leadership and Transformation, George Washington University
• Extensive research and scholarship in numerous books, refereed journal articles, and conference presentations on higher education leadership and organizational development, leadership pipeline issues, and higher education administration.
• Grant funding to create, research, and assess impact of leadership development programs and to investigate higher education leadership pipeline issues in the U.S., England, Mexico, and South Africa

Career professional achievements and activities
• Keynote speeches to annual meetings and conferences in the U.S., Brazil, Canada, Chile, Columbia, England, Kazakhstan, Mexico, Nigeria, South Africa, and Venezuela, regarding leadership and career development in higher education. Additional leadership development work in Belarus, Ukraine, and Soviet Union.
• Senior scholar positions with national associations, Harvard University Lehman Scholar, Harris and Eliza Kempner Foundation Scholar
• Excellence in Teaching top award at Teachers College, Columbia University; numerous teaching commendations
• Editorial board for scholarly journals in higher education, women in higher education, and department chairs; consulting editor for Change Magazine and The Department Chair Newsletter (Jossey Bass).
• Advisory boards/committees for NIH and other grant projects, higher education leadership fellowship programs
• Board of directors, American Association for Higher Education

Timeline for completion
Our typical timeline spans three months of activity, subject to the availability of candidate and clients. The timeline can be modified to meet the needs of the client and the realities of the academic calendar of the institution. See below for a proposed timeline for this search.

Month 1
  Search initiation and establishment of expectations
  ↓
Month 2
  Research, candidate development and candidate evaluation
  ↓
Month 3
  Candidate selection, negotiation and search completion

Phase I/month I deliverables (development of timeline and criteria)
• Establish partnership and clarify expectations
• Conduct orientation to the search process
• Discuss application of best practices and search experience
• Establish schedule for the search
• Review client materials
• Discuss how the client wants the process to evolve, including involvement of other departments, such as Human Resources
• Gain consensus on the characteristics and skills desired in the candidate (e.g. based on the culture of the organization)
• Work with the client to design an evaluation checklist (required vs. desired characteristics)
• Meet with constituencies, as needed
• Revise profile with input from appropriate constituencies
• Clarify administrative tasks for the search (e.g. roles and responsibilities for each step of the process)
• Provide assistance with web site, as needed
• Design a communication plan, including a strategy for appropriately informing constituencies of the search process
• Develop advertisement(s) and determine placement
• Exchange information relevant to the search (e.g. important phone numbers)
• Meet with the search committee to finalize timeline, criteria and process. Discuss ethics and confidentiality. Work with client’s HR office regarding training of search committee members for the search process.

Phase II/month II deliverables (identification of qualified and highly desirable candidates)

• Develop strategies for the search to encompass a diverse pool of candidates
• Complete original research
• Contact sources, nominees and prospects
• Send information to prospects
• Develop communication systems to sources, prospects, and candidates (e.g. thank you letters)
• Pre-qualify candidates
• Obtain resumes and additional materials
• Assess candidates' skills and experience against the profile
• Present market feedback report
• Prepare master list of active candidates
• Present and discuss candidates with the client
• Committee determines the client’s top candidates to be invited to interview
• Sign off candidates not going forward
• Schedule interviews
• Prepare for and conduct interviews
• Committee determines semi-finalists from the first round of interviews
• Complete preliminary background checks
• Provide feedback on background checks
• Committee selects finalists

Phase III/month III (selection and announcement)

• Coordination of background checks and final 360° referencing checks
• Produce notebook of materials for each finalist candidate to Hiring Authority
• Review candidate compensation and other considerations with the client
• Support client for conduct of final round of interviews
• Gain consensus on final candidate and the offer to be made
• Assist in negotiating final contract
• Confirm candidate acceptance
• Work with client to develop announcement of new president
• Notify all candidates, nominators and others associated with search about outcome
• Complete additional communications with client
<table>
<thead>
<tr>
<th>Timeline</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 15, 2016</td>
<td>Assume <strong>execution of contract</strong> to commence search process</td>
</tr>
<tr>
<td>June 16, 2016</td>
<td><strong>Launch phone call with Search Chair</strong> to organize process.</td>
</tr>
<tr>
<td>June 22, 2016</td>
<td><strong>Orientation &amp; Start-Up Meeting</strong>: G/A&amp;A meets with Search Committee; search process outlined and candidate expectations discussed.</td>
</tr>
<tr>
<td>Summer or Early Fall 2016</td>
<td>Conduct any <strong>forums or meetings with constituencies</strong> deemed desirable by the institution to gather information about candidate expectations. <em>Note: If forums are conducted in the first weeks of the fall academic term, then remainder of schedule would be adjusted accordingly.</em></td>
</tr>
<tr>
<td>August 17, 2016</td>
<td><strong>Meet with Search Chair and/or committee</strong> electronically or in person to discuss required and preferred qualifications and finalize position description, ad text, and ad plan</td>
</tr>
<tr>
<td>By August 26, 2016</td>
<td><strong>Place advertisements</strong> to publicly announce search into marketplace. <strong>Nominations</strong> ought and <strong>recruiting conversations</strong> begin to be held.</td>
</tr>
<tr>
<td>September 30, 2016</td>
<td><strong>Prospect Review Meeting</strong>: G/A&amp;A presents the Search Committee with a list of prospects for consideration. The Committee selects candidates for preliminary review and discuss interview strategies (approximately one/two weeks prior to this meeting, each committee member reviews candidate files prior to meeting).</td>
</tr>
<tr>
<td>October 8-9, 2016</td>
<td><strong>Round One Interviews</strong>: Search Committee and G/A&amp;A conduct interviews with leading candidates and select candidates for referencing; discuss referencing strategies.</td>
</tr>
<tr>
<td>October 21, 2016</td>
<td><strong>Reference Feedback Meeting</strong>: By phone, video or in-person by G/A&amp;A as choice of Search Committee</td>
</tr>
<tr>
<td>Week of November 3, 2016</td>
<td><strong>Round Two/Campus Visit Interviews</strong>: Candidates visit campus to meet campus community in visit schedule specified by institution. Search Committee members may be actively involved in campus interviews, collecting and compiling campus feedback.</td>
</tr>
<tr>
<td>2-3 Days after Visit of Last Candidate</td>
<td><strong>G/A&amp;A and Search Committee Discussion and Recommendation Meeting</strong>: By phone, video or in-person by G/A&amp;A as choice of Search Committee</td>
</tr>
<tr>
<td>By November 17, 2016</td>
<td><strong>Make offer</strong>, negotiate contract, with assistance of G/A&amp;A if desired</td>
</tr>
<tr>
<td>No later than November 30, 2016</td>
<td><strong>Publicly announce new president</strong></td>
</tr>
<tr>
<td>Date: __________, 2016</td>
<td><strong>Appointment by January 1, 2017</strong></td>
</tr>
</tbody>
</table>
PRICE

Overview: Greenwood/Asher & Associates, Inc. is a retained executive search firm, which means we are dedicated to you as a client, to the success of your search and to closure. Our commitment is to stay with you until you have selected a candidate of choice. We are not a contingency firm to do individual parts of the search process nor provide pricing per phase. Our retainer fee covers all recruiting, vetting, and administrative support. Expenses are items for which we have a direct receipt. As a retained firm, we do not bill by the hour.

All the searches are tailor-made to the needs of the client. We can assist the client in designing a budget for the entire search. Expenditures are based on client requests. The cost of the search will be the fee and indirect expenses plus expenses with receipts based on work requirements as directed by the client.

Professional Fees: Our service is based on one-third of the total first year’s estimated cash compensation for the individual employed with a minimum fee of $60,000, whichever is higher. Our fees are competitively based and industry standard. However, negotiable fee adjustments may occur as a result of further discussion.

Reflecting a strong interest in becoming your search partner, we offer options for your consideration.

- Fixed fees/flat fee
- Maximum amount or not to exceed overall amount
- Negotiated fees

Should other placements result from our search(es), a fee of 25% of the first year’s compensation will be assessed based on those hired position(s).

Indirect Expenses: We charge 12% of the fee for indirect expenses on the search for engagement and administrative assistance. These are difficult to track expenses such as research and internal administration, initial background checks, fax, postage, and photocopying for which there are no receipts.

Billing/Payment Schedule: We will bill the professional fees over the first three months of the contract period. Expenses are billed as incurred. Invoices are due and payable upon presentation and will be presented monthly. The first third of the fee will be due upon signing the contract. We offer an “electronic payment” option in lieu of paper checks if this meets the needs of the client. Reflecting a strong interest in becoming your search partner, we offer options regarding payment schedule to address your preferences.

Greenwood/Asher Expenses: We bill all direct expenses with receipts separately for items such as travel, report reproduction, copying and supplies, research, express mail and phone/video/telecommunications. We ensure that expenses, such as for travel, comply with the College’s policies. We estimate that direct travel costs for the G/A&A team for the search will not exceed $8,000 for the five major meetings. This estimate may rise if G/A&A is requested to make additional campus visits relating to meetings with the Board and stakeholders or lower if G/A&A is allowed to participate in some meetings by video conferencing. Direct costs for report reproduction, copying and supplies, research, express mail and communications will not exceed $2,000 per search. This figure will lower if search committee members select to access candidate materials electronically rather than through production of paper notebooks for each candidate screening event.

Client Expenses: Additional expenses are not included in G/A&A fees and indirect expenses. These can be invoiced through G/A&A, but are client expenses that are directed by client requests and include the following:
• **Candidates:** Most clients budget $500-$1,000 per person per trip. The client will have to decide how many candidates it wishes to see (e.g. five vs. ten) and should budget accordingly. The travel expenses are actual (with evidence of receipt). Some of our clients have a policy that caps daily hotel and food expenses and requires coach airfare. We are able to provide this type of detailed response and accounting if you prefer. We estimate that candidate travel costs for a first rounds of interview will not exceed $10,000 per search estimating 10 candidates at the first round of interviews and three for campus visit interviews. We estimate that costs for campus visits for four finalist candidates for 2 day interviews will not exceed $5,000 for candidate-reimbursable expenses.

• **Advertisements:** These are not a requirement of the firm, but are placed based on the client’s request.

• **Background checks:** Some clients prefer to do part of the background checks themselves, so this cost will vary based on the requirements of the client. We typically coordinate these services for our clients. The services may include degree verification, litigation search, driving record search and credit reports. In general, the cost for the background work (beyond the reference report that is included in the fee) is typically about $650 per candidate for which the client wants to have reports. The number of candidates for which verification is done will vary based on the needs of the client. Some clients ask that credentials be verified on a single finalist, while others prefer having it done on all those invited for final interviews. We encourage our clients to hire a private investigator and/or conduct additional background work that may be unique to their situation. We recommend and coordinate services for criminal reviews. This type of report can cost up to $2000 per candidate. Our background work meets or exceeds the higher education search industry standard; however, we are not a private investigation firm. We can make recommendations for additional services if our clients believe they are needed.

• **Research:** As a part of due diligence, we conduct a review of newspapers for which there is a subscription fee.

**Guarantees:** G/A&A provides a guarantee that we will stay with the client until the search is successful in the hiring of the candidate of your choice. This guarantee includes continuation of the search process at no additional fee, with the client paying only reimbursement for travel and administrative costs relating to the search process.
ADDITIONAL SUPPORT FOR FGCU AND ITS PRESIDENTIAL TRANSITION

In addition to its partnership facilitation with executive searches, G/A&A provides a wide array of support in leadership and organizational development. These are detailed in Appendix C.

The FGCU Board may be most interested in three areas of our work in this area,

- We provide support for the transitions (onboarding) of successful candidates. Whenever bringing new leaders into an institution, it is important to pay attention to transitioning. Not only do new hires need to transition into the institution, but reporting units need to transition in their support for new leadership. There would be great wisdom in developing a proactive process for the first year of each new hire for transition support for the new hire, but also for supervisors and for the people now reporting up through the new structure and working with the new hires as a new culture of collaboration is created across the institution. G/A&A can work with the President, Provost and Board to create a comprehensive onboarding and facilitation process that is uniquely situated within the culture and in service of the strategic plan of the institution.

- We provide facilitation for Board of Trustees retreats and other learning processes. Such retreats and processes may be in support of the presidential search process or the onboarding of the president, but for matters relating to the general health and well-being of the board to increase its capacity and effectiveness as a governing body for the institution.

- We facilitate strategic planning processes for higher education institutions. Our process for this facilitation particularly focuses on involvement of the entire institution leadership, community and regional constituencies. Our process provides an opportunity to hear from constituencies about institutional values, goals and priorities and then to invest this information into the overall planning process. We include the facilitation of listening sessions for constituencies, focus groups, learning sessions for strategic planning committee members, board retreats for the strategic planning process, and other such events and meetings.

We custom-design our work in leadership and organizational development to the needs of the institution. Thus, we do not have package prices to provide. Our prices are reasonable and negotiable. We work within institutional budgets and design services to fit goals and needs while fitting within budget specifications.

We would be delighted to discuss these options with you.
APPENDIX A: Representative List of Clients We Have Worked with Throughout Our Executive Search and Consulting Experiences

Air University
Albany College of Pharmacy and Health Sciences
Albany State University
Alcorn State University
American College of Education
American Education Research Association
American Psychological Association
American University
Anne Arundel Community College
Appalachian State University
Arizona State University
ASPIRA
Association of College Unions International (ACUI)
Augustana College
Austin Peay State University
Baylor University
Bellarmine College
Board of Education for New York City
Bowie State University
Boys & Girls Clubs of America
BryanLGH Health System
Bucks County Community College
Butler University
Cabrini College
California State University – East Bay
California State University - Fresno
California State University – Hayward
California State University – Stanislaus
Cedar Valley College
Center for Creative Leadership
Central Michigan University
Central State University
Century College
Charles R. Drew University
Chattanooga State Community College
Cheyney University of Pennsylvania
Chicago State University
Cincinnati State and Technical College
City University of Hong Kong
Clarion University
Clarkson University
Clemson University
Cleveland State University
Coastal Carolina University
College of Coastal Georgia
College of Saint Mary
Colorado State University
Columbia University
Columbus College of Art & Design
Columbus State Community College
Commissioner of Higher Education for Rhode Island Conference Board, Inc., The
Coppin State University
Dallas County Community College District
Delaware State University
Delta State University
Drexel University
East Carolina University
East Tennessee State University
Eastern Illinois University
Eastern Kentucky University
Edinboro University of Pennsylvania
El Centro College
Emory & Henry College
Fashion Institute of Technology
Ferris State University – Kendall College of Art and Design
Florida A&M University
Florida Academic Library Services Cooperative
Florida Atlantic University
Florida Department of Education
Florida Board of Governors
Florida Gulf Coast University
Florida International University
Florida State University
Fordham University
Foundation for a Healthier Kentucky
Framingham State College
Franklin College
Franklin Institute Science Museum
George Mason University
George Washington University, The
Georgetown University
Georgia College and State University
Georgia Institute of Technology
Georgia State University
Goucher College
Grand Valley State University
Grandfather Homes for Children
South Carolina Governor’s School of Arts and Humanities
Hofstra University
Independent Sector
Indiana University
Indiana University of Pennsylvania
Illinois State University
Iowa State University
James Madison University
Kendall College
Kennesaw State University
Kent State University
Kent State University Stark
Kent State University Trumbull
Kentucky Board of Education
Kentucky Council on Postsecondary Education
Kentucky Wesleyan College
Kutztown University
Lamar University
Lansing Community College
Lehigh University
Lehigh Carbon Community College
LeMoyne-Owen College
Lincoln College
Lock Haven University of Pennsylvania
Louisiana Board of Regents
Louisiana State University
Loyola College in Baltimore
LYRASIS
Mansfield University of Pennsylvania
Marietta College
Martin University
Mayo Clinic
Massachusetts College of Art and Design
Medical University of South Carolina
Meharry Medical College
Metropolitan State University Denver
Michigan State University
Minneapolis Community and Technical College
Minnesota State Colleges & Universities
Minnesota State University Moorhead
Mississippi College
Mississippi Institutions of Higher Learning
Mississippi University for Women
Mississippi Valley State University
Missouri University of Science & Technology
Monmouth University
Montana State University
Montana Tech of University of Montana
Montana University System
Montgomery College
Moravian College
Morgan State University
Mount Union College
Mountain View College
Montgomery County Community College
National Industries for the Blind
National Judicial College
Nebraska Wesleyan University
New Mexico State University
New School of Architecture and Design
New York University
Newbury College
North Lake College
North Carolina Agricultural & Technical State University
North Carolina State University
North Georgia College and State University
Northeast Higher Education District
Northeast Ohio Medical University
Northern Illinois University
Northern Kentucky University
Northern Virginia Community College
Northland Community and Technical College
Ohio Board of Regents
Ohio State University, The
Ohio State University Newark, The
Ohio University
Oklahoma State University
Orbis Cascade Alliance
Oregon Education Investment Board
Park University
Pennsylvania College of Technology
Pennsylvania State System of Higher Education
Pennsylvania State University
Purdue University
Purdue University Calumet
Purdue University Northwest
Radford University
Ramapo College of New Jersey
Reader’s Digest Association
Remington College
Rowan University
Rutgers-Camden
Rutgers-New Brunswick
Saint Anselm College
Salisbury University
Sam Houston State University
San Jose State University
South Carolina Governor’s School for Science and Math
South Dakota State University – College of Nursing
South University
Southeastern Louisiana University
Southern Illinois University, Carbondale
Southwest Minnesota State University
Southwest Tennessee Community College
St. Cloud State University
St. John Fisher College
St. John’s University
St. Louis Science Center
State of Ohio Department of Education
State System of Higher Education, Pennsylvania
State University of New York at Albany
State University of New York at Buffalo
State University of New York at Plattsburgh
Stephen F. Austin State University
Suffolk University
Susquehanna University
Sweet Briar College
Tennessee Board of Regents
Tennessee State University
Tennessee Tech University
Texas A&M University Corpus Christi
Texas Tech University
Texas Tech University Health Sciences Center at El Paso (TTUHSC)
Texas Woman’s University
Towson University
Tulane University
Union Institute, The
University and Community College System of Nevada
University at Albany
University of Alabama at Birmingham
University of Alabama at Huntsville
University of Arizona
University of Arkansas Fayetteville
University of Arkansas at Little Rock
University of Arkansas Pine Bluff
University of Baltimore
University of California, Berkeley
University of California, Davis
University of California, San Diego
University of California, San Francisco
University of Central Florida
University of Cincinnati
University of Connecticut
University of Colorado
University of Colorado at Denver
University of Denver
University of Florida
University of Georgia
University of Houston
University of Houston, Downtown
University of Iowa
University of Idaho
University of Illinois
University of Illinois, Chicago
University of Illinois, Urbana-Champaign
University of Kansas
University of Kentucky
University of Louisiana
University of Louisiana-Lafayette
University of Louisville
University of Maryland
University of Maryland-Baltimore
University of Maryland-Baltimore County
University of Maryland-Eastern Shore
University of Maryland-College Park
University of Maryland Medical Systems Foundation
University of Massachusetts
University of Massachusetts Amherst
University of Massachusetts Dartmouth
University of Memphis
University of Miami
University of Michigan
University of Michigan - Flint
University of Minnesota
University of Minnesota-Crookston
University of Mississippi Medical Center
University of Missouri System
University of Missouri-Kansas City
University of Missouri-Rolla
University of Montana
University of Nebraska-Omaha
University of Nevada Las Vegas
University of New Mexico
University of North Carolina-Chapel Hill
University of North Carolina-Charlotte
University of North Carolina-Greensboro
University of North Texas
University of Oregon
University of Pikeville
University of South Dakota
University of South Florida, Polytechnic
University of South Florida, St. Petersburg
University of Southern Colorado
University of Southern Mississippi
University of Tennessee
University of Tennessee Chattanooga
University of Tennessee System
University of Texas Arlington
University of Texas Austin
University of Texas Brownsville
University of Texas El Paso
University of Texas Medical Branch
University of Texas Pan American
University of Texas Rio Grande Valley
University of Texas San Antonio
University of Texas System
University of Toledo
University of Virginia
University of Virginia’s College at Wise
University of West Florida
University of Wisconsin-Madison
University of Wisconsin-Milwaukee
University of Wisconsin-Platteville
University Systems of Georgia
Upper Iowa University
Valdosta State University
Virginia Commonwealth University
Virginia State University
Virginia Tech
Walters State Community College
Washburn University
Washington State University
Washington State University Vancouver
Wayne State University
Weber State University
Webster University
West Chester University of Pennsylvania
West Virginia University
West Virginia State University
Western Michigan University
Western Washington University
Westfield State College
Wheelock College
Winona State University
Wright State University
Yeshiva University
Yonkers Public Schools
Youngstown State University
APPENDIX B: Greenwood/Asher & Associates, Inc. Facts

PARTNERS: Dr. Jan Greenwood, Partner, President & CEO Metropolitan D.C.: jan.greenwood@greenwoodsearch.com or (202) 746-6987 Dr. Betty Turner Asher, Partner, Vice President & COO Florida: betty.asher@greenwoodsearch.com or (850) 650-2277

Our organization’s partners, principals, consultants, and affiliates collectively represent over 65 years of experience in global and national executive search. More than 40 Greenwood/Asher consultants and affiliates who bring you a cumulative of:

- Over 2000 searches successfully completed
- Over 300 years of combined experience in education and nonprofit organizations
- Over 100 years in organizational consulting and training
- Over 60 years in health care, including in academic health centers and public health agencies
- 26 positions held by consultants and affiliates as CEOs, Presidents, or Senior Executives

GEOGRAPHIC REACH: Jan Greenwood is based in the Washington, DC metropolitan area. Consultants and affiliated consultants have been located throughout the United States: Washington, D.C., Virginia, Maryland, Florida, Alabama, Georgia, Tennessee, Colorado, Illinois, California, Indiana, Massachusetts, North Carolina, Washington, Texas, Montana, Ohio, Minnesota, Nebraska, and Oregon.

EXECUTIVE SEARCH SERVICES:

For education clients, our consultants and affiliates have completed searches for Commissioners, Chancellors, Presidents, Provosts, Vice Presidents, Vice Chancellors, Deans, School Superintendents, Endowed Chairs, cluster hires, and completed consulting assignments for the following types of institutions:

- AASCU Colleges and Universities
- K-12 Schools
- AAU Universities
- APLU Universities
- Academic Health Centers
- Public and Private Research Universities
- Community and/or Technical Colleges
- State College and University Systems and
- Independent Colleges and Universities
- State Coordinating Boards
- Historically Black Colleges and Universities
- Hispanic Serving Institutions

We have specialists who have completed for example searches for Commissioners, Chancellors, Presidents; Provosts; CIOs; Vice Presidents for Health Affairs, Student Affairs, Enrollment Management, Advancement, Business/Finance/Administration; Athletics; Deans for Arts and Sciences, Engineering, Architecture, Medicine, Pharmacy, Dentistry, Nursing, Health Sciences, Social Work, Law, Education, Sciences, Business, HPER, Informatics, Libraries, Visual and Performing Arts; Center Directors; Endowed Chairs; and Cluster Hires

For academic health center clients, our consultants and affiliates have conducted executive searches including cluster hires and consulting for the following types of positions:

- Executive Vice President for Health Affairs
- Center Director
- Dean of the College of Medicine
- Endowed Chair

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PHONE (850) 650-2277
FAX (850) 650-2272
E-MAIL jan.greenwood@greenwoodsearch.com, betty.asher@greenwoodsearch.com
WEB SITE http://www.greenwoodsearch.com
**For intercollegiate athletic searches,** Alden & Associates, Inc. is our strategic partner and we have conducted searches for the following types of positions:

- Athletics Director
- Senior Associate/Associate
- Head Coaches
- Athletics Directors

**For nonprofit and for profit organizations,** our consultants and affiliates have conducted searches for example for the following organizations:

- The Conference Board
- Boys and Girls Clubs of America
- Independent Sector
- Foundation for a Heathier Kentucky
- American Psychological Association
- National Industries for the Blind
- Aspira
- Jesse Ball duPont Foundation
- Reader’s Digest Association
- Collegis
- Center for Creative Leadership

**For consulting and training,** our consultants and affiliates have worked with over 2,000 institutions and conducted more than 1,000 studies, workshops, seminars, and/or training sessions. Examples of areas of expertise include:

- Governance Studies
- Institutional Planning
- Board/Directors Workshops
- Executive Evaluations
- Branding
- Transition Planning and Onboarding
- Compensation Studies
- Policy Analysis and Development
- Organizational Structure Studies
- Strategic and Tactical Leadership Initiatives
- Benchmark Studies
- Curriculum Studies
- Strategies for Increasing Government and Political Support and Funding

**WHAT YOU CAN EXPECT WHEN YOU CHOOSE G/A&A:**

- Responsiveness from a G/A&A partner and personal attention
- Successful completion of your assignment
- Timely response to your sense of urgency 24/7
- A team and partnership relationship
- Ongoing communications throughout the search and after completion
- Use of technology to reduce expenses, allow immediate access to information, provide a smooth process
- Expertise in working in freedom of information states
- Active pursuit of diversity
- Consulting experience you can trust
- Innovation and flexibility
- Focus on getting the job done
- Cost effective fees
- The core values of G/A&A are built into all of our work
- Our process and products are predictable as a result of our branding…our clients know what to expect
Greenwood/Asher & Associates, Inc. is committed to helping higher education institutions, associations and organizations address their leadership and organizational advancement and change management issues. We provide advice, guidance and support in these areas:

Transitions and Succession Management
- Planning and implementing leadership change and succession
- Onboarding support for executives and other strategic hires
- Assessing, supporting and coaching executives and strategic faculty hires
- Facilitating and differentiating strategic and tactical leadership initiatives
- Planning and implementing communication strategies

Leadership Development and Capacity Advancement
- Coaching senior and emerging leaders for long term success
- Creating and assessing high performance leadership teams, including presidential and VP cabinets, deans, and department chairs
- Assessing and developing boards of all types, including Trustees
- Facilitating workshops/retreats for leadership teams
- Supporting leadership and faculty teams in an inclusionary culture
- Optimizing leadership effectiveness and organizational capacity
- Ameliorating dysfunctional cultures in academic units ("department doctoring")

Organizational Design, Change Management, and Implementation
- Clarifying, benchmarking, and designing organizational roles, processes and structures
- Assessing, designing, and initiating change management processes
- Supporting governance collaboration and performance
- Preparing and executing Institutional strategic planning
- Advancing academic planning, quality and capacity
- Benchmarking structures, policies, programs and support
- Studying government political support and funding for improved performance
- Analyzing and developing policy
- Addressing campus crisis readiness
- Mediating and supporting conflict-resolution
APPENDIX D: Acknowledgement Form

RFQ ACKNOWLEDGEMENT FORM

1.0 Explanation
This certification attests to the Respondent’s awareness and agreement to the content of this RFQ and all accompanying provisions contained herein.

2.0 Action
Respondent ensures that the following certificate is duly completed and correctly executed by an authorized officer representing the Respondent in their capacity.

3.1 This Reply is submitted in response to Request for QUOTE (RFQ 16E-002) by Florida Gulf Coast University. The undersigned certifies that to the best of their knowledge that:

3.2 The undersigned is a principle agent of the company with said authority to enter into and bind the company to this Request for QUOTE and any agreement that may result from the award.

3.3 Agrees to be bound by the content of this Reply and agrees to comply with the terms, conditions and provisions of the referenced Request for QUOTE (RFQ) and any addenda thereto in the event of an award. Exceptions are to be noted as stated in the RFQ.

3.4 The Reply shall remain in effect for a period of ninety (90) calendar days as of the Due Date for replies to the RFQ.

3.5 This Reply is made without prior understanding, agreement, or connection with any corporation, firm, or person also submitting a Reply for the same services and is in all respects fair and without collusion or fraud.

3.6 The undersigned certifies that, to the best of his/her knowledge that there is no trustee or employee of Florida Gulf Coast University who has or whose relative has an interest in excess of 5% in the entity submitting this Reply.

3.7 That the company is not currently debarred, suspended or proposed by any federal entity. The undersigned agrees to notify the University of any change in the status of the company in this regard, should one occur, until such time as an award has been made under this procurement action.

4.0 Person(s) authorized to act in good faith on behalf of the company for the purposes of this Request for QUOTE:

Name: Jan Greenwood Title: President & Partner
Name: Betty Turner Asher Title: Vice President & Partner

5.0 Company Name: Greenwood/Asher & Associates, Inc.

Address: 42 Business Center Drive, Suite 206
City, State, Zip Code: Miramar Beach, FL 32550
Phone: (850) 650-2277
Fax: (850) 650-2272
Web Address: https://www.greenwoodsearch.com/
FEID Number: 20-0685960

6.0 Name of Official: Jan Greenwood Title: President & Partner
Signature: 

APPENDIX E: Addenda to RFQ

No addendums were posted on the FGCU vendor site.
APPENDIX F: References

Dr. Guy Bailey
President
University of Texas Rio Grande Valley
Brownsville, TX 78520
gbailey@aol.com
512-499-4200
Note: Placement and client for multiple searches at different institutions where he served as president

Mrs. Mary Waugh Campbell
Member, Board of Visitors
Radford University
Radford, VA 24142
(703) 772-6444 (preferred mode of contact)
Note: vice chair of presidential search committee

Dr. Robert L. Caret
Chancellor
University System of Maryland
3300 Metzerott Road, Suite 2C
Adelphi, MD 20783
Phone: 301-445-1901
Email: rcaret@usmd.edu
Note: Placement and client at multiple institutions including presidential searches

Dr. James P. Clements
President
Clemson University
Office of the President
Clemson, SC  29634
Phone: 864-656-3413
Email: president@clemson.edu
Note: Placement and client while president of several universities for multiple searches

Mr. John Morgan
Former Chancellor
Tennessee Board of Regents
Nashville, TN 37217
Email: morg4006@gmail.com (preferred mode of contact)
Note: Client for multiple presidential searches
Florida Gulf Coast University
Presidential Search Advisory Committee
Executive Search Firm Sub-Committee
May 17, 2016

SUBJECT: Executive Search Firm Presentation: Parker Executive Search

PROPOSED SUB-COMMITTEE ACTION

For information only

BACKGROUND INFORMATION

In response to a Request for Quotation (RFQ) solicitation for an executive search firm to assist with the FGCU presidential search, five firms submitted proposals. The Executive Search Firm Sub-Committee of the FGCU Presidential Search Advisory Committee invited three of the firms for presentations/interviews.

Parker Executive Search accepted the invitation, and will participate in the May 17 meeting of the Sub-Committee.

Supporting Documentation Included: RFQ Proposal from Parker Executive Search

Prepared by: Parker Executive Search

Legal Review: N/A

Submitted by: Vice President and Chief of Staff Susan Evans
RFQ 16E-002

Executive Search for President

Florida Gulf Coast University

May 2, 2016
1. Executive Summary

May 2, 2016

Maryan Egan, Director, Procurement Services
c/o Board of Trustees
Florida Gulf Coast University
Modular 2
10501 FGCU Blvd. S.
Fort Myers, FL 33965

Dear Ms. Egan:

Thank you for the opportunity to submit this proposal to provide executive search consulting services to assist the Board of Trustees in conducting the search for the next President of Florida Gulf Coast University.

We believe we are uniquely qualified to provide the executive search services outlined in your RFP as we have demonstrated prior success in assisting universities throughout the State of Florida to successfully recruit senior leaders, including the recent President search at Florida Atlantic University, resulting in the successful hiring of Dr. John Kelly.

Over the past 3 years, our firm has conducted numerous executive searches for Florida Gulf Coast University, Florida Atlantic University, University of Central Florida, University of Florida, Florida State University, and University of South Florida.

Our President, Laurie Wilder, who has served as the lead search consultant on all the searches mentioned above, will personally lead this search in the event we are selected. Parker Executive Search, www.parkersearch.com, is among the top higher education executive search firms in the country having successfully completed over 1,000 senior-level assignments for a vast array of higher education clients across the country. We have enclosed a detailed listing of our past and current clients as well as the specific searches we have performed. We have a national reach and are best known for our quality, aggressive recruiting, managing the search process and effective client and candidate communications.

We have successfully attracted candidates nationally in all the assignments we have conducted. We work effectively within the academic culture and build strong relationships with search committees and senior administrators. We enjoy a favorable reputation for understanding the client’s needs, search process planning, search-specific research, candidate recruitment, and successfully completing assignments on time.
After personally meeting with the appropriate search committee, the hiring executive and other university constituents who have an interest in the search; our search process toward candidate development is based upon search-specific research. We target related universities where the culture and mission is similar to Florida Gulf Coast University and make direct contact with individuals and thought leaders who may have a personal interest or are in a position to make personal nominations and recommendations. We also make immediate use of all the contacts in our extensive database as well as advertising at the search committee’s direction. We would develop a specific and detailed search timeline for the search committee to review and approve. We will also give access to all search committee members to our secure website developed for the search to enable them to monitor the search as it progresses and review candidate materials. We also encourage ongoing as well as scheduled communication, built into the search timeline, and will arrange a conference call with the search committee at least once a month during the candidate development stage of the search.

We will manage all the administrative/logistical aspects of the search, freeing up the search committee to focus on candidate nominations, development of the interview process and campus visits, and candidate evaluations and recommendations.

In addition to finalist referencing, both on and off the candidate’s reference sheet, we conduct background checks (credit, criminal, motor vehicle, and sex offender); confirm all candidate degrees; and ask the candidate to sign a statement of accuracy, certifying everything they have submitted to us and the search committee is 100% accurate. We also conduct an extensive media review to check newspaper and internet-published articles for any behavioral issues of concern, and report those findings to the search committee. We make all logistical arrangements for the candidate’s committee and campus interviews.

We have direct and deep experience in conducting searches that are subject to Florida’s Sunshine Law for open meetings and public records, and have worked within the open search guiding principles in every search in the State of Florida we have conducted.

We would be honored to once again represent Florida Gulf Coast University in this critically important search, and pledge the full resources of our firm to meet and hopefully exceed your expectations.

Best regards,

Laurie C. Wilder
President
COMPANY PROFILE

Parker Executive Search is a retained executive search firm dedicated to providing superior service to its clients in the identification and recruitment of outstanding professionals for senior executive positions.

With more than 100 years of combined experience, our search consultants are committed to building strong and lasting relationships with both our clients and candidates. Each search is led by a senior consultant and is assisted by experienced team members who provide support throughout every step of the search process. Based in Atlanta, Georgia, Parker Executive Search provides innovative and proactive search solutions to national and international clients.

Our higher education practice is one of the most highly regarded in the country. We understand the important role of search committees and campus constituencies and recognize the often difficult task of executing searches. Parker Executive Search utilizes a proven process to assist the client in successfully managing the selection process. To identify and recruit the best candidates we combine a careful review of our extensive proprietary database with original research tailored to the needs and desires of each client.

In each search, we strive to maintain close contact with our client and potential candidates. Updates on the search progress, including candidates under consideration, will be delivered to the committee via a secure website developed for each search assignment.

We agree with the client on a strict timeline and commit the full resources of our firm in aggressively conducting the search and reaching a successful conclusion. Parker Executive Search has a reputation for exceeding clients’ expectations by providing a diverse panel of candidates and a quality search process.

We accept the principles of equal opportunity employment. That means we will not discriminate on the basis of gender, disability, race, age, color, sexual orientation, political affiliation, veteran status, marital status, national origin or religion. This is not just an obligation to our clients – it is our own personal commitment.
2. Methods and Approaches

2.a. Approach to Scope of Services

Our search consulting services are designed to assist the client in defining positions and providing marketplace information as well as identifying, selecting, and recruiting well-qualified candidates through a comprehensive search process.

I. Define Objectives and Specifications

- Understand the Purpose and Goals of Florida Gulf Coast University
- Develop a Position Specification
- Develop a Timeline

II. Identify and Assess Candidates

- Assist and Advise the University on Advertising
- Conduct Original Research
- Aggressively Recruit Potential Candidates
- Assess Candidate Qualifications

III. Facilitate Process and Interviews

- Recruit, Advise, and Facilitate
- Coordinate All Interviews and Travel Logistics
- Assist Client with Interview Preparation
- Conduct Extensive Background and Reference Checks

IV. Negotiation & Candidate Follow-Up

- Recruit Preferred Candidate and Assist Client in Negotiations
- Follow-Up Communication with All Candidates
**Understand the Purpose and Goals of Florida Gulf Coast University.**

- Parker Executive Search will visit with the University, its leadership, and those involved in the search in order to gain an understanding of the history, structure, and operations of the organization.
- We meet with all interested parties involved in the search process to clearly understand and clarify the expectations for the search assignment.

**Develop a Position Specification.**

- We assist the Search Committee in identifying basic responsibilities, defining the position title, clarifying the reporting relationships, and preparing the position specification.
- We provide the Search Committee with sample specifications and assist in fine tuning the specification, as requested.

**Develop a Timeline.**

*This will include certain established dates, to include:*

- Updates on the search process and candidates.
  - The Search Committee will have access to all written updates and candidate materials via a secure website.
- Conference calls scheduled as necessary.
- Delivery dates for the candidate recommendation and final report.
- Interim meeting dates with the Committee and others as required.
- In addition, interview dates, locations, and responsibilities will be established as agreed upon, using the timeline as a guide.
- This timeline is designed to also clarify who is responsible for the execution of each objective and target date.
Parker Executive Search will assist and advise the University on appropriate advertising venues, which may include, but are not limited to:

- *The Chronicle of Higher Education*
- *Diverse Issues in Higher Education*
- *Hispanic Outlook in Higher Education*
- *Women in Higher Education*
- Other publications at client’s direction
- Florida Gulf Coast University website
- Parker Executive Search website

All potential candidates will be contacted by email and by direct phone calls.

- Parker Executive Search’s objective is to ensure that all interested parties have been contacted in a timely and professional manner.
- One of the objectives of the search process is to give the client, candidates, and general public a substantial comfort level that the search has been conducted professionally and efficiently.

**Original research and candidate identification will continue throughout the search process.**

- Parker Executive Search uses original research as well as a careful review of its database, which is complemented by advertising in appropriate publications, to identify and recruit qualified candidates to compare and evaluate against the position specification and each other.

**An assessment will continue throughout the search process.**

- Parker Executive Search will obtain an understanding of accomplishments, capabilities, strengths and weaknesses, and potential for success for each candidate through resume review, telephone screenings, job specific questionnaires, and, in some instances, personal interviews.
Parker Executive Search will advise and facilitate the process.

- Parker Executive Search shares all information with the appropriate representative(s) of the University. Parker Executive Search recommends candidates who are qualified and meet the specifications for the position, but the search firm does not have a vote in the final selection process.

Parker Executive Search’s role in interview scheduling.

Parker Executive Search will make all arrangements and schedule candidates for interviews with University representatives, with the University’s approval.

- Consult with University representatives on determining dates and location for interviews.
- Make all meeting arrangements with hotel/meeting venue, including room reservations for University representatives and candidates.
- Schedule interview time and date with each candidate.
- Assist candidates with air and/or ground travel arrangements.
- Provide Search Committee members with complete interview schedule prior to interview dates.
- Schedule or assist in scheduling site interviews for final candidates.

Parker Executive Search will assist the Search Committee and others with preparing for interviews, to include:

- Advising University representatives on appropriate interviewing techniques and questions, as necessary

Conduct background checks on final candidates.

- Obtain written permission from each candidate to conduct background checks.
- Conduct criminal, credit, motor vehicle, and sex offender checks.
- Confirm candidates’ degrees.
- Conduct media reviews for potentially controversial areas of concern.
- Have candidates sign a statement of accuracy of vita and/or bio.
Conduct reference checks on final candidates.

- We speak directly with individuals who are in positions to evaluate the candidate’s performance in recent years, references that will include both those supplied by the individual, as well as additional reference contacts.
- We also encourage the Search Committee to conduct references on final candidates.

Our proprietary secure website provides our clients easy access to all search materials throughout the search process.

After logging in, clients will gain access to the following documents:

- Position Description
- Search Update/Strategy
- Timeline
- Candidate Status Log
- Interview Schedule
Negotiation and Closure

- Parker Executive Search will recruit the preferred candidate.
- We will be involved in working with the client in concluding the search process, including salary and benefit negotiations, when appropriate.
- In addition, we will continue to work with the successful candidate and maintain a close contact, including quarterly telephone conversations to ensure a smooth transition.

Candidate Follow-Up

- Parker Executive Search will follow up with all candidates who were not selected for final interviews, or ultimately extended an offer for the position.
- It is the desire of Parker Executive Search to ensure that the University has been represented professionally, and all interested parties feel that they have been given fair and open access to the search process.

Candidate Guarantee

- If for any reason the candidate selected leaves their position during the first 12 months, we will conduct an assignment to replace that individual without additional fee but for out-of-pocket expenses only.
2.b. Work Plan

FOR SELECTION OF

President

Parker Executive Search has reviewed the proposed timeline provided in the RFP. While the exact timing is directed by Florida Gulf Coast University (FGCU) and the Board of Trustees, we suggest a more compact timeline once candidate materials have been provided to the Presidential Search Advisory Committee to better accommodate candidates needs for protection in a sunshine search.

We will agree on a final timeline at the beginning of the search process and commit the full resources of our firm to aggressively conduct the search to meet and exceed FGCU’s expectations. Our firm has a reputation for successfully completing assignments on schedule.

<table>
<thead>
<tr>
<th>DATE/TIME</th>
<th>OBJECTIVE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-June 2016</td>
<td>Meeting with FGCU Board of Trustees, Presidential Search Committee and various campus constituency groups to discuss search process, expectations of qualified candidates as well as position requirements and timeline. <em>(Public Meeting/ No Webcast)</em></td>
<td>FGCU Board of Trustees, Presidential Search Committee, Campus Constituency Groups and Parker Executive Search (PES)</td>
</tr>
</tbody>
</table>
| July 2016     | Advertisements announcing the position will be placed in the following venues (at the client’s direction):  
  - *Chronicle of Higher Education*  
  - *Diverse Issues in Higher Education*  
  - *Women in Higher Education*  
  - *Hispanic Outlook in Higher Education*  
  - *Inside Higher Ed*  
  - Florida Gulf Coast University website  
  - Parker Executive Search website | PES |
**WORK PLAN**

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Activity Description</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>June – December 2016</td>
<td>Candidate identification will proceed through advertising, correspondence, and direct recruiting by the Search Committee and PES to identify qualified candidates interested in this position.</td>
<td>Presidential Search Committee and PES</td>
</tr>
<tr>
<td>Late June 2016</td>
<td>The first search update will be provided to the Presidential Search Committee. <em>(Online Update Only/ No Conference Call)</em> Access information to the PES secure site developed for this search will be provided at this time. <em>(Public Meeting/ No Webcast)</em></td>
<td>Presidential Search Committee and PES</td>
</tr>
<tr>
<td>Mid-July 2016</td>
<td>The second search update will be provided to the Presidential Search Committee. <em>(Public Meeting/ No Webcast)</em></td>
<td>Presidential Search Committee and PES</td>
</tr>
<tr>
<td>Early September 2016</td>
<td>The third search update will be provided to the Presidential Search Committee. <em>(Public Meeting/ No Webcast)</em></td>
<td>Presidential Search Committee and PES</td>
</tr>
<tr>
<td>Late September 2016</td>
<td>The fourth search update will be provided to the Presidential Search Committee. <em>(Public Meeting/ No Webcast)</em></td>
<td>Presidential Search Committee and PES</td>
</tr>
<tr>
<td>Mid-October 2016</td>
<td>The fifth search update will be provided to the Presidential Search Committee. <em>(Public Meeting/ No Webcast)</em></td>
<td>Presidential Search Committee and PES</td>
</tr>
<tr>
<td>Late October 2016</td>
<td>The sixth search update will be provided to the Presidential Search Committee. <em>(Public Meeting/ No Webcast)</em></td>
<td>Presidential Search Committee and PES</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td>Responsible Party</td>
</tr>
<tr>
<td>-----------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Mid-November 2016</td>
<td>The <strong>seventh</strong> search update will be provided to the Presidential Search Committee. <em>(Public Meeting/ No Webcast)</em></td>
<td>Presidential Search Committee and PES</td>
</tr>
<tr>
<td>Early December 2016</td>
<td>The <strong>eighth</strong> search update will be provided to the Presidential Search Committee. <em>(Public Meeting/ No Webcast)</em></td>
<td>Presidential Search Committee and PES</td>
</tr>
<tr>
<td>January 4, 2017</td>
<td>The Presidential Search Committee will be provided access to all candidate materials that PES has received. In addition, the Presidential Search Committee will receive Parker Executive Search’s recommendation of 8 (more or less) candidates who have expressed an interest in the position and who meet the required job qualifications. <em>(Access to the candidate materials on the secure website will also be available no later than 4:00 p.m. PES will be available by phone for any questions)</em></td>
<td>Presidential Search Committee and PES</td>
</tr>
</tbody>
</table>
| Week of January 9, 2017 | The Presidential Search Committee may identify 8 (more or less) candidates to schedule for interviews. *(Public Meeting/ No Webcast)*  
*PES will facilitate on site.*                                                                                      | Presidential Search Committee and PES    |
| Week of January 15, 2017 | The Presidential Search Committee will conduct initial interviews of 8 (more or less) candidates. Candidates will be scheduled by PES. *(Public Meeting/ No Webcast)*       | Presidential Search Committee and PES    |
| Week of January 15, 2017 | The Presidential Search Committee will select final candidates for on-campus interviews.                                                                                                                         | Presidential Search Committee and PES    |
## WORK PLAN

### January 24, 25, and 26, 2017 (as needed)

The final candidates will be scheduled for on-campus interviews, to be arranged with the advice and assistance of PES.

PES will conduct extensive background investigations on final candidates, to include:

- Federal and US criminal checks (10 years)
- Credit history and motor vehicle checks
- Degree verification (all degrees)
- Sex offender search

PES will also conduct media reviews to identify potentially controversial areas of concern, and obtain various signed authorizations regarding the accuracy of the candidate’s CV/resume and any other information provided to PES on behalf of the client. On-list and off-list referencing by the Search Committee may begin as soon as PES has notified and received approval from the selected candidates.

### January 27, 2017

FGCU Board of Trustees will conduct interviews of the final candidates, including visits to the campuses of select candidates (if desired).

The Presidential Search Committee will present 3 unranked candidates to the FGCU Board of Trustees. *(Public Meeting/ No Webcast)*

An offer will be extended to the selected candidate. PES will contact all candidates who are not selected for final consideration.

### July 1, 2017

The new President may assume responsibilities at Florida Gulf Coast University.
LAURIE C. WILDER – LEAD CONSULTANT
PRESIDENT

As President, Laurie Wilder is responsible for the day-to-day operations and leadership of Parker Executive Search.

Laurie has been with the firm for 16 years and is responsible for leading the development and delivery of successful recruiting strategies and best practices across multiple disciplines and industries.

Laurie has been involved in all aspects of the search process and has successfully conducted approximately 800 leadership searches. Her experience spans across AAU public research universities, regional and state colleges, as well as private liberal arts institutions. She has recruited for all leadership positions within the academic/collegiate athletics arena. Laurie has also actively worked on middle- and senior-level searches in the sales, marketing, material management, logistics, human resources, general management, operations, manufacturing, construction, and finance disciplines.

Laurie enjoys developing lasting relationships with her clients, and she feels a strong sense of ownership and responsibility for meeting their needs. The confidence her clients place in Parker Executive Search inspires her to never lose sight of the challenges and sense of purpose that drives her.

Laurie is often an invited speaker to higher education associations and enjoys discussing the role of executive search in academic leadership recruitment. She is a past board member of the Atlanta Tipoff Club, which annually awards basketball’s Naismith Award. She also has been a speaker at the Executive Leadership Institute for the National Association of Collegiate Women Athletics Administrators and for the NCAA Champions Forum.

Laurie is driven by opportunities to give back to her community. She is an active volunteer for Atlanta based Feeding the Multitude. She plays a key role in the volunteer leadership of the Wesleyan Arts Alliance.

Laurie graduated with honors from the University of Georgia with a Bachelor of Business Administration and an emphasis in management. Before joining Parker Executive Search, she was vice president of corporate relocation for Harry Norman Realtors and worked in sales for ConAgra Corporation.

Laurie lives in Johns Creek, Ga., with her husband, Preston, and their children, Maguire and Holden. They are members of North Point Community Church.
PORSHA WILLIAMS
VICE PRESIDENT

Porsha Williams is vice president of higher education for Parker Executive Search. She leads business, client and candidate development for the firm’s higher education practice.

Her career with the firm began as Chief of Staff to the President and quickly advanced through the ranks to her current leadership role. She is responsible for client management, candidate development and recruitment, and successful search execution. Porsha has significant experience recruiting world class leaders among colleges and universities across the country. She has successfully completed over 200 searches. In addition, Porsha has conducted substantial work for Fortune 500 companies in the financial services industry.

Prior to joining the firm in 2005, Porsha worked in sales and management for the Hertz Corporation and was quickly promoted to branch manager in Tucker, Ga. She graduated from the University of Georgia with a bachelor’s degree in speech communications.

Porsha is passionate about diversity recruitment and finding opportunities for talented minority candidates. She also is an organizer and advisor to Feeding the Multitude, an organization that helps feed underprivileged youth and families.

Porsha lives in Dacula, Ga, with her husband, Courtney, and their daughters Kai and Kendall.
JACOB ANDERSON
PRINCIPAL

Jacob has been with Parker Executive Search since 2012 and serves as a Principal within the Higher Education Practice. He has broad based knowledge of Higher Education with a specialized expertise in Academic Health Sciences.

As a Principal, he is charged with working to identify and recruit strong leaders for each of the firm’s clients. Jacob works in close collaboration with the firm’s Vice Presidents on various search responsibilities to include setting a strategy for the recruitment of qualified individuals, researching and sourcing potential candidates, interviewing and presenting candidates for review, managing the committee and finalist interview processes, and ensuring clients reach closure with the preferred candidate. Jacob also partners with the firm’s Vice Presidents on new client engagement and business development.

Jacob is originally from the Washington D.C. area. He graduated summa cum laude from the University of Georgia Honor’s Program with a Bachelor of Business Administration in Finance and a Bachelor of Arts in Spanish and was a 4 year recipient of the University of Georgia Charter Scholarship. During his time in college, Jacob spent eight weeks studying and living with a family in Seville, Spain. He also interned and worked as a research consultant for Parker Executive Search. Following graduation, he directed the website redesign of a leading Real Estate Auction firm. After completing the project, Jacob joined Parker Executive Search as an Associate in the Academic Health Sciences practice.

Jacob enjoys traveling and college football. He currently resides in Brookhaven, Georgia.
ERIN RAINES, J.D.
ASSOCIATE

Erin Raines joined Parker Executive Search in 2013 and plays an integral role in recruiting higher education leaders.

She focuses on research, candidate development, client and candidate logistics and is a key force in facilitating client and candidate communication.

Prior to joining the firm, Erin worked at Greenberg Traurig, LLP in Atlanta, Georgia. Erin graduated cum laude with a Bachelor of Science in finance from the University of Tennessee, Knoxville. She also earned her Juris Doctorate degree from the University of Tennessee College of Law.

Erin brings a high level of performance and enthusiastically assists in recruiting qualified candidates who make a difference on college campuses across the country.

Erin serves on the board of the Atlanta Region Alumni Chapter of the University of Tennessee. Living in Atlanta, Erin is an avid sports fan, who enjoys traveling, volunteering and spending time with family and friends.
MICHAEL PLUNKETT
DIRECTOR OF FINANCE & TECHNOLOGY

Michael Plunkett is the director of finance and technology, ensuring all financial and technological operations of Parker Executive Search run smoothly.

Michael previously served as manager of technology and was promoted in May 2015 to oversee the finance and accounting functions of Parker Executive Search. Since joining Parker Executive Search, Michael has streamlined many of our systems and functions and will continue to do so in the area of finance.

In 2010, Michael joined the firm as a database manager and developed and launched the Parker Dashboard later that year. An avid sports fan, he expanded the firm’s collegiate athletic coach database and also was featured in an ESPN.com article about the database. In 2011, Michael became one of only three to ever receive the Parker Executive Search President’s Award.

Michael graduated from the University of Georgia in 2009 with a Bachelor of Arts in cognitive science and is currently pursuing his MBA at Georgia Tech.

Michael is active in the UGA Alumni Association and an active alumnus of the Westminster Schools. He currently lives in Buckhead and enjoys playing guitar, bowling and going to sporting events and concerts.
3. Price

We are prepared to represent Florida Gulf Coast University in this search for a set fee of $90,000. Our fee would be invoiced in three equal increments at the beginning of the search and 30 and 60 days thereafter (Terms will be Net 30, 1.5% per month). In addition to the professional fee, out-of-pocket expenses are invoiced to the client. These expenses include such items as teleconference calls with the search committee; research and delivery services; and travel and interview expenses for the search consultant. We make every effort to hold reimbursable expenses to a minimum and will ensure that our expenses are no more than 10% of the fee. Advertising, committee interview and travel expenses, and candidate travel expenses are not included in the 10% expense budget and will be invoiced separately to Florida Gulf Coast University along with the appropriate documentation. All travel expenses will be submitted in accordance with Section 112.061, Florida Statutes.

You may terminate a search for any reason upon notice. If this occurs within the first three months after we commence our engagement, the fee for our services up to that point shall be equal to the set fee, prorated on a per diem basis over the initial 90-day period. If the termination occurs after the 90-day period, the fee for our services shall be the set fee. If for any reason the candidate selected leaves Florida Gulf Coast University during the first 12 months, we will conduct an assignment to replace that individual without additional fee, but for out of pocket expenses only. We commit our professional effort to each search, and we will continue until the position is filled or until we are both satisfied that every reasonable effort has been made.

Best regards,

Laurie C. Wilder  
President
4. Attachments

4.a. Acknowledgment Form

Please find the signed FGCU Acknowledgment Form on the following page.
RFQ ACKNOWLEDGEMENT FORM

1.0 **Explanation**
   This certification attests to the Respondent's awareness and agreement to the content of this RFQ and all accompanying provisions contained herein.

2.0 **Action**
   Respondent ensures that the following certificate is duly completed and correctly executed by an authorized officer representing the Respondent in their capacity.

3.0 **This Reply is submitted in response to Request for QUOTE (RFQ 16E-002) by Florida Gulf Coast University.**
   The undersigned certifies that to the best of their knowledge that:

   3.1 The undersigned is a principle agent of the company with said authority to enter into and bind the company to this Request for QUOTE and any agreement that may result from the award.

   3.2 Agrees to be bound by the content of this Reply and agrees to comply with the terms, conditions and provisions of the referenced Request for QUOTE (RFQ) and any addenda thereto in the event of an award. Exceptions are to be noted as stated in the RFQ.

   3.3 The Reply shall remain in effect for a period of ninety (90) calendar days as of the Due Date for replies to the RFQ.

   3.4 This Reply is made without prior understanding, agreement, or connection with any corporation, firm, or person also submitting a Reply for the same services and is in all respects fair and without collusion or fraud.

   3.5 The undersigned certifies that, to the best of his/her knowledge that there is no trustee or employee of Florida Gulf Coast University who has or whose relative has an interest in excess of 5% in the entity submitting this Reply.

   3.6 That the company is not currently debarred, suspended or proposed by any federal entity. The undersigned agrees to notify the University of any change in the status of the company in this regard, should one occur, until such time as an award has been made under this procurement action.

4.0 **Person(s) authorized to act in good faith on behalf of the company for purposes of this Request for QUOTE:**

   Name: **Laurie C. Wilder**
   Title: **President**

   Name: ____________________________
   Title: ____________________________

   Name: ____________________________
   Title: ____________________________

5.0 **Company Name:** Parker Executive Search

   **Address:** Five Concourse Parkway, Suite 2900

   **City, State, Zip Code:** Atlanta, GA 30328

   **Phone:** (770) 804-1996
   **Fax:** (770) 804-1917
   **Web Address:** http://www.parkersearch.com
   **FEID Number:** 81-1786717

6.0 **Name of Official:** Laurie C. Wilder
   **Signature:** ____________________________
   **Title:** **President**
4.b. All Addenda to this RFQ

There have been no addenda issued to RFQ 16E-002.
4.c. References

Anthony Barbar  
Chair, Board of Trustees  
Florida Atlantic University  
Boca Raton, FL 33431  
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abarbar@barbar.com

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4.d. Search Experience

Our dedicated team has completed over 2,000 searches for distinguished academic, health sciences, athletic, and corporate clientele. Parker Executive Search has significant experience working with universities comparable to Florida Gulf Coast University. Laurie C. Wilder has led the following presidential searches over the past five years:

*University Systems*

- President, University of Illinois

*Doctorate-Granting Universities*

- President, Augusta University
- President, Eastern Michigan University
- President, Florida Atlantic University
- President, Georgia Southern University
- President, Iowa State University
- President, Northern Illinois University
- President, Southern Oregon University (*current*)
- President, The University of Southern Mississippi
- Chancellor, University of Illinois at Chicago
- President, University of Iowa
- President, University of Northern Iowa
- President, University of Oregon
- President, University of West Georgia
**Master's Colleges and Universities**

- President, Delta State University
- President, Mississippi University for Women
- President, Southeast Missouri State University
- Chancellor, University of Tennessee, Chattanooga

**Baccalaureate/Associate's Colleges**

- President, Georgia Highlands College
- President, Georgia Military College
- President, Gordon College
- Chancellor, Palmetto College, University of South Carolina
- Chancellor, University of South Carolina Upstate (*current*)
- Chancellor, University of South Carolina, Beaufort
Florida Gulf Coast University
Presidential Search Advisory Committee

Executive Search Firm Sub-Committee
May 17, 2016

SUBJECT: Executive Search Firm Presentation: Witt/Kieffer

PROPOSED SUB-COMMITTEE ACTION

For information only

BACKGROUND INFORMATION

In response to a Request for Quotation (RFQ) solicitation for an executive search firm to assist with the FGCU presidential search, five firms submitted proposals. The Executive Search Firm Sub-Committee of the FGCU Presidential Search Advisory Committee invited three of the firms for presentations/interviews.

Witt/Kieffer accepted the invitation, and will participate in the May 17 meeting of the Sub-Committee.

Supporting Documentation Included: RFQ Proposal from Witt/Kieffer

Prepared by: Witt/Kieffer

Legal Review: N/A

Submitted by: Vice President and Chief of Staff Susan Evans
RE: RFQ 16E-002

Dear Ms. Egan,

Thank you for the opportunity to submit a proposal to assist the Board of Trustees of Florida Gulf Coast University (FGCU) in the search for the next university president. We are honored to be considered for this important engagement. I respectfully submit that Witt/Kieffer and the proposed consultant team are optimally aligned to conduct this search in coordination with the Board and search committee.

The team that we have assembled for your engagement has worked with hundreds of boards and search committees and offers experience with comparable searches. I would be your lead consultant and primary point of contact. In my 22 years as a search consultant, I have successfully supported numerous presidential searches, including many for public institutions. I have conducted presidential/chancellor searches for Salem State University, Fitchburg State University, Framingham State University, Sacramento State University, University of Arkansas Monticello, Black Hills State University, UMass Amherst, UConn, East Carolina University, South Dakota State University, and Pittsburg State University. I have attended school, lived, and worked in the state of Florida, currently own residential property in Manatee County, and have recently supported Florida Atlantic University with two academic leadership searches, a process that has deepened my understanding of Florida’s statewide commitment to performance funding and the impact that has on individual institutions like FGCU.

Partnering with me will be Robert Luke. A native Floridian, Robert is an alumnus of the State University System of Florida (University of Central Florida) and began his career in Florida politics. He came to Witt/Kieffer from the president and provost’s offices at George Washington University where he worked on special projects and strategic initiatives. Robert has a strong knowledge of Florida sunshine laws from previous work done in the state. While at Witt/Kieffer, he has assisted a broad spectrum of clients in identifying presidents, vice presidents, and deans in colleges and universities.

I would like to use the remainder of this letter to highlight a few critical points that I believe make Witt/Kieffer the ideal firm to serve FGCU.

Experience and Outcomes

Underscoring Witt/Kieffer’s and the proposed team members’ depth of experience conducting presidential searches for universities that share a similar profile with FGCU, our success rates far exceed those of all other higher education firms and lead the industry.
For instance, over the last three years, all of our presidential searches concluded with a successful placement, and all of our placements during this span remain in their respective roles – a 100 percent retention rate. Of all Witt/Kieffer presidential placements, the current average tenure is almost nine years; 95 percent remain in the roles after five years. In addition, over the past three years, approximately 50 percent of our presidential placements are diverse, significantly outstripping the most recently published diversity rates from The American College President report by the American Council on Education, which found that approximately 26 percent of college presidents were women and 13 percent were racially or ethnically diverse.

We have led numerous presidential searches in states with particularly generous open records laws, including Arkansas, Tennessee, and Massachusetts. While we often recommend to our clients that searches operate as transparently as possible without divulging candidate identities, we are confident in our ability to develop an accomplished, diverse pool of candidates who share values aligned with the FGCU’s mission and vision under the circumstances presented by Florida’s Sunshine Laws.

Best Practices and Innovation

Witt/Kieffer brings to bear groundbreaking innovation to add additional layers of precision to candidate evaluation and post-hire support. At no additional charge, we will administer psychometric assessments for finalist candidates. Witt/Kieffer has partnered with Hogan Assessment Systems to create a custom higher education report that utilizes the Witt/Kieffer Higher Education Competency Model – a model tailored specifically to higher education leadership – and is powered by Hogan’s three industry-leading assessments.

This value-added service offers FGCU numerous benefits that other firms simply cannot accommodate, including but not limited to:

- An additional data point to supplement evaluations and search committee interviews
- Competency scores based on a higher education population comprised of mostly presidents/chancellors
- An interactive debrief session with the search chair and other authorities to interpret the outcomes and discuss implications of the report
- A one-on-one feedback session with the selected candidate, post-hire, to discuss outcomes and address potential development opportunities – a powerful activity to integrate into the university’s onboarding process.

Above all, we pledge to offer complete support for the Board and search committee throughout the engagement and beyond.

The enclosed proposal provides information about our firm and our compelling value proposition. It would be both a pleasure and a privilege to support Florida Gulf Coast University in this effort. Please feel free to contact me directly at (508) 680-1268 or email lleske@wittkieffer.com should you have any questions or need additional information or materials.

Sincerely,

Lucy A. Leske
Senior Partner
Florida Gulf Coast University

President

RFQ 16E-002

Submitted by:
Lucy A. Leske
Robert Luke

May 2016
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Appendix: Representative Education Clients
1. Executive Summary

Throughout our 46 year history, Witt/Kieffer has cultivated a proven and meaningful approach to executive search, specifically designed for the non-profit sector and predominantly executed in coordination with college/universities and hospitals/health systems in pursuit of C-suite leadership. Witt/Kieffer performs over 200 searches per year in support of higher education representing the complete spectrum of leadership as well as related associations and community organizations.

Our footprint across the nation has yielded pertinent knowledge of marketplace dynamics and common trends and challenges that similar colleges and universities encounter. Because we serve such a wide array of institutions – public and private, large and small, across the entire spectrum of Carnegie Classes – we have experienced and have counseled our clients on virtually every issue faced by higher education institutions today. In addition, we understand the range of objectives and strategic priorities that senior leaders put forth as mechanisms to navigate their organizations into a new era of higher education.

Resources, Assets, and Intellectual Capital

With locations in major metropolitan areas in the United States, our team of more than 90 consultants and 20 research experts provides deep insights into regional, national, and global markets. Our best-in-class knowledge base includes more than 350,000 leaders, and its intuitive framework enables our team to pinpoint leaders based on specific criteria set forth by client constituents, adding unparalleled efficiency to every search.

Performance

- **Experience and Track Record**: We conduct more executive searches in higher education and healthcare than any other firm including over 1,200 CEO/president and other C-suite placements in five years.

- **Client Service**: Ninety-five (95) percent of clients scoring our work would recommend us to a colleague. Among candidate placements, we have achieved an average 97 percent satisfaction rating and 94 percent among all candidates interviewed for positions.

- **Diversity**: Over the last three years, 47 percent of our education placements were racially/ethnically diverse and/or women.

Witt/Kieffer has extensive experience in recruiting presidents, chancellors, provosts, deans, and other senior leaders to academic institutions similar to FGCU. We have deep experience serving the nation’s public institutions, and the assigned consultants have worked with hundreds of boards and search committees in the pursuit of academic leadership. Our presidential/chancellor placements have an almost nine-year average tenure – a testament to our meaningful approach to executive search.
Following is a list of representative presidential/chancellor searches at public institutions that Witt/Kieffer has conducted; items in bold represent searches supported by Senior Partner Lucy Leske and/or Associate Robert Luke.

- Alabama A&M University
- Bemidji State University
- **Black Hills State University**
- Bloomsburg University of Pennsylvania
- **California State University-Sacramento**
- California State University-San Marcos
- Clarion University of Pennsylvania
- Colorado School of Mines
- Coppin State University
- **Dakota State University**
- **East Carolina University**
- **Eastern Oregon University**
- Emporia State University
- Fayetteville State University
- **Fitchburg State University**
- **Framingham State University**
- Indiana University Kokomo
- Indiana University Northwest
- Indiana University of Pennsylvania
- Lincoln University
- Mansfield University of Pennsylvania
- Millersville University of Pennsylvania
- Murray State University
- **North Carolina Central University**
- Northern Michigan University
- **Northern State University**
- Pennsylvania State System of Higher Education
- **Pittsburg State University**
- Salem State University
- South Dakota School of Mines and Technology
- South Dakota State University
- **Southern Illinois University at Edwardsville**
- St. Mary's College of Maryland
- Temple University
- Towson University
- **University at Buffalo, SUNY**
- University of Arkansas at Monticello
- University of Baltimore
- **University of Connecticut**
- University of Massachusetts Amherst
- **University of Minnesota-Morris**
- University of New Orleans
- University of North Carolina at Asheville
- **University of North Carolina at Pembroke**
- University of the District of Columbia
- University of Toledo
- University of Utah
- University of Washington
- University of Wisconsin-Eau Claire
- University of Wisconsin-La Crosse
- University of Wisconsin-Oshkosh
- University System of Maryland
- University System of New Hampshire
- **Western Oregon University**
- **Winston-Salem State University**

### Searches at Public Universities in Florida

<table>
<thead>
<tr>
<th>Institution</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida Agricultural and Mechanical University</td>
<td>Vice President for University Relations</td>
</tr>
<tr>
<td>Florida Atlantic University</td>
<td>Dean, Charles E Schmidt College of Science</td>
</tr>
<tr>
<td></td>
<td>Dean, Charles E. Schmidt College of Medicine</td>
</tr>
<tr>
<td></td>
<td>Dean, Harriet L. Wilkes Honors College</td>
</tr>
<tr>
<td>Florida State University</td>
<td>Provost &amp; Executive Vice President for Academic Affairs</td>
</tr>
<tr>
<td></td>
<td>Vice President for Research</td>
</tr>
<tr>
<td></td>
<td>Vice President for Finance and Administration</td>
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<tr>
<td></td>
<td>Vice President for University Advancement</td>
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<tr>
<td></td>
<td>Foundation's Executive Vice President</td>
</tr>
<tr>
<td></td>
<td>Vice President for Constituent Programs</td>
</tr>
<tr>
<td>University of Central Florida</td>
<td>Dean of the College of Engineering/FAMU/FSU</td>
</tr>
<tr>
<td></td>
<td>Associate Vice President for Alumni Relations and Executive Director for the UCF Alumni Association</td>
</tr>
</tbody>
</table>
There is no doubt that recruiting leadership, especially at the presidential level, in an open, public search is a significant challenge. Particularly when trying to attract inquiries from sitting leaders in positions of authority and trust at peer institutions, the candidate’s ability to consider the opportunity without compromising his or her current position and institution is critical to the generation of a strong and compelling pool. It is thus central to the process to provide such leaders with an opportunity to gather as much information as possible in advance of expressing a formal candidacy that can become a matter of the public record.

Witt/Kieffer has considerable experience working for public institutions and in states with particularly generous open meeting and public records laws. We support and pledge to comply with these statutes. At the same time, we respect the right of individuals to investigate opportunities privately to assess their viability and level of interest before “going public.” Walking this figurative tightrope requires a sound sense of the laws governing the institution and the state, excellent counsel from the university (especially from the general counsel and human resources operations), and, above all, the trust and support of the board and the committees guiding the search process.

As the university’s agent, we can conduct preliminary conversations with potential candidates before they become formal applicants. To do so productively, we must understand thoroughly the university’s needs and desires in its next president and, perhaps more important, the challenges and opportunities that the new leader will address upon arrival. Our work for our clients demonstrates our ability both to synthesize these important aspects of the effort and to articulate them in compelling ways to potential candidates. In this way, leaders considering the opportunity only become formally engaged, and therefore subject to public scrutiny, once they have determined the potential risks and rewards. We will also work with the search and advisory committees to lay out a process and a calendar for the search that minimizes the time span between the closing date for applications and the date the decision will be made, thereby minimizing the window of potential exposure for candidates and making their situations at their home institutions as stable as possible.
2. Methods and Approaches

A. Approach to Scope of Services

Witt/Kieffer is committed to supporting this project at the highest level of quality and to bringing the search to a successful and timely conclusion. Our goal is to anticipate the questions and concerns of the search committee chair; to identify, seek out, and engage the most outstanding candidates; and to cultivate interest in this presidency with enthusiasm, energy, and candor. We are well attuned to the wishes of the committee in defining the search process, but at the same time we can offer observations from our extensive experience about best practices and alternative strategies for addressing complicated issues.

We will support FGCU with an effective search by:

- gaining a clear understanding of the key issues/challenges facing the university by facilitating an institutional needs analysis;
- working with the Board and search committee to uncover issues or obstacles that would get in the way of a new leader’s ability to succeed;
- guiding the planning of the search process and outlining key milestones and deliverables according to a timeline that meets the Board and search committee’s needs;
- understanding what organizational, cultural, and structural components exist to support the achievement of future goals and what could impede meeting these challenges;
- understanding the role of the president in meeting current/future challenges;
- supporting the development of a position description and profile;
- supporting a full-service approach from pre-launch meetings to presidential transition;
- coordinating logistics and managing nominations, applications, and candidate notifications;
- leveraging our personal and firm-wide networks to engage viable prospects and encouraging the most talented leaders to consider candidacy;
- conducting comprehensive due diligence through expansive referencing — only Witt/Kieffer consultants will connect with candidate references — as well as media checks, education and employment checks;
- offering value-added psychometric assessment tools to enhance decision support at the finalist stage of the search — the Witt/Kieffer Leadership Potential Report presents an overview of a candidate’s strengths, challenges, and values as well as behavioral tendencies under stress — to determine how well she or he will fit and perform within client settings; and
- advising on the transition process, leveraging all of the intelligence we collect throughout the engagement to help the university develop a smooth and supportive process for the new president. A well-planned and executed transition that engages multiple stakeholders is critical for the successful transition to new leadership.
Discovery Phase

We place a great deal of emphasis on the discovery phase meeting(s); the information exchanged and assessments of the opportunity and organization cascade to all subsequent levels of the search process. The composition and quality of the candidate pool hinges on a collaborative partnership between FGCU and your executive search consultant team.

As a prerequisite to assisting FGCU in conducting your search, it is essential that we spend time onsite to gather information about the position and the opportunities and challenges that the new leader and the university will face in the coming years. We will meet with members of the Board, the search committee, the leadership team, faculty, students, staff, and other key stakeholders as appropriate to assess the varying perspectives of ideal leadership qualities that the candidates should possess.

We come to this assignment with open minds and a fresh perspective. While participating in discussions, we will offer questions designed to further open-ended, alternative thinking to help the participants imagine the future of the university according to the campus’ collective vision. These conversations, as well as additional materials supplied by the search committee and others, will be the foundation for the leadership profile, advertising campaign, search strategy, and most importantly, the post-search transition process.

Leadership Profile

The finalized leadership profile serves multiple purposes.

1. It represents the collective vision, diverse perspectives, and leadership qualifications put forth by the Board, the search committee, and other university constituents. We will finalize the profile, aligned with leadership qualifications and the university’s culture, while the search committee and Board maintain authority for final approval.

2. The leadership profile introduces candidates to FGCU and the opportunity. The finished document will portray the university in an accurate, positive light. The consultants, as they interact with potential candidates, draw on these documents and upon insights gained during their initial observations to convey a full and compelling sense of the position.

3. We and the search committee will also use the finalized leadership profile criteria as an objective baseline to assess the experience and talent of candidates.

Inclusive Advertising Campaign

We will assist the search committee in the development and deployment of a broad, inclusive advertising campaign. Potential advertising publications and organizations would include The Chronicle for Higher Education, Inside Higher Ed, and HigherEdJobs.com.

We also work with diversity organizations and affinity groups to identify potential candidates and regularly advertise and network with them, including Women in Higher Education, Hispanic Outlook, Diverse Issues in Higher Education, Journal of Blacks in Higher Education, Insight into Diversity, and the Hispanic Association of Colleges and Universities.
Building the Candidate Pool

Building the strongest candidate pool is contingent upon a meaningful, interactive partnership between the search committee and the consultant team as well as the consultant team’s responsiveness and attention to qualified candidates. The candidate pools we have built have included some of the world’s best and brightest leaders inside higher education and beyond—diverse and talented people who are sought out by other institutions but whom we were able to retain in our pools through dedicated, hands-on, strategic recruitment that frequently involved partnering with the search chair and board chair.

We find that many desirable candidates are nominated by leaders and constituents from the institutions with which we work. We also find that some viable candidates enter the pool by responding to advertisements. Most often, the strongest candidates are sitting leaders whom we aggressively recruit as governed by the criteria set forth by the search committee. Beyond the typical leaders we would target, Witt/Kieffer's philosophy is to work closely with clients to study profiles of up-and-coming and non-traditional candidates who may possess the right mix of skills and experience for the role. Broadening the search in this manner increases the likelihood of building a strong, diverse candidate pool.

Preliminary Search Strategy

Witt/Kieffer’s customized approach to executive search keeps diversity fundamental to the process. We seek out leaders who champion diversity, educate constituents on its advantages, and strengthen community partnerships. Original research, our best-in-class database, and, most important, our wide-ranging network of contacts, help us find a diverse slate of candidates who fit the specialized needs of each client.

Working closely with the search committee, we will mount an energetic and thorough effort to identify top candidates both nationally and internationally. We will focus our recruitment efforts on leaders at peer institutions who are world class educators and administrators. Our outreach and engagement tactics ensure that the widest net is cast for outstanding leaders in a new era of higher education. A preliminary strategy is likely to include deep analysis of and outreach to:

- Presidents and provosts of FGCU’s peer and aspirant institutions, both public and private
- Other public and private universities where provosts, deans, and senior administrators may be prepared to take on a presidency
- Boards of trustees at institutions that are similar to FGCU; trustees provide a small but highly talented pool of potential non-traditional candidates; many have higher education teaching or consulting experience combined with business or non-profit leadership experience
- Former FGCU faculty and administrators and FGCU alumni
- Leaders of complex non-profit organizations, healthcare organizations, NGOs, or government agencies
- Our own knowledge-base of over 350,000 individuals, complete with career histories and demographic information that can help us increase the diversity of the pool
Conducting an Inclusive Search

Witt/Kieffer has a longstanding commitment to and a high success rate in advancing diverse leadership. We identify prospects through a network of relationships built on trust over many years. We engage individuals who have been singled out for leadership development by groups like the HERS institutes, the Schomburg Center Scholars-in-Residence Program, and the American Council on Education, including: the Fellows Program, the Center for Advancement of Racial and Ethnic Equity, the Office of Women in Higher Education and the Center for Effective Leadership. Our ever-expanding global footprint also enables us to engage outstanding candidates from around the world. Within the past two years alone, Witt/Kieffer has conducted numerous searches abroad, expanding our interactions with impressive academicians in Europe, Asia, and the Middle East.

We begin our recruitment strategy with a conversation with the committee and community on how FGCU defines diversity and what the expectations are for the new president to lead positive change. When evaluating candidates, we challenge all to demonstrate their ability and/or present their accomplishments in championing diversity initiatives and leading change on their current campuses or within their respective fields. To find those candidates, we target institutions that have had great success in not only retaining diverse faculty and attracting a diverse student body, but also in developing programs that strengthen awareness, tolerance, and inclusivity.

We are proud of our ability to help search committees build diverse pools of accomplished candidates. In the last three years, 89 percent of Witt/Kieffer’s presidential candidate slates have included women and/or people of color. During the same time period, 50 percent of our presidential placements have been women and/or people of color.

We see diversity as a shared commitment. Our ability to form trusted relationships with the search committee is central to assuring that all candidates receive optimal consideration. Ultimately, however, we believe it is our deep personal commitments to diversity that enable us to achieve success in this area, recruiting strategically and one by one, and working through any initial hesitations.

Candidate Screening and Evaluation

When screening and evaluating candidates, we conduct deep, structured leadership history evaluations to understand behaviors and decisions that shaped their professional lives. This intensive method allows us to better compare candidates’ leadership development with FGCU’s agenda and the leadership criteria set forth by the search committee. We also use this time to learn about candidate expectations and obstacles, if any. We share this experience with the search committee and work collaboratively to narrow the pool to a select group of leaders who merit additional consideration.

Assessing Leadership Potential

Witt/Kieffer’s finalist competency assessments supplement the growing body of knowledge and understanding of your candidates. Our model is the only one of its kind tailored to competencies in higher education leadership. While these methods do not replace thorough candidate evaluations and interviewing, the assessments offer an indication of leadership potential by surfacing the competencies that will be critical for carrying forward FGCU’s strategic priorities.

Our proprietary model is grounded in the four cornerstones of exceptional higher education leaders:
The metrics/outcomes of the psychometric assessments are compared to those exhibited by a cohort of leaders (primarily presidents) in higher education. A report is generated for each candidate and a comprehensive FGCU-specific analysis is prepared and presented to the Board and the search committee. *The cost to conduct these assessments on up to three finalist candidates is included in the professional fee.*

**Due Diligence**

Effective, deep referencing is a hallmark of our work. In these times of intensive public and media scrutiny, it is essential that a professional search firm apply extraordinary resources to drive risk out of the search process and ensure that there are “no surprises” when an appointment is announced.

**Assigned Personnel** – Witt/Kieffer accepts full responsibility for completing a battery of on-list and off-list professional references in searches. The consultants assigned to the search conduct the calls, and the questions we utilize are aligned with the presidential criteria, competencies, and performance expectations outlined at the beginning of the search. Our committees are sometimes interested in partnering in the referencing process, which we welcome. In that case, we work with committee members to develop effective reference scripts, coordinate assignments, and collect and post the information. We follow up and thank all references on your behalf.

**Resources** – Witt/Kieffer commits an unparalleled range of tools and protocols to candidate due diligence, including:

- comprehensive media and public record review, led by a dedicated member of our research team who is responsible for continually monitoring media and other information;
- verification of employment history, education, certifications, and other professional degrees and credentials; and
- support for driver’s license and criminal background checks on the finalist(s); we can refer you to reliable consumer reporting agencies or, if necessary, conduct these checks, for an additional fee, with appropriate waivers of indemnity.

**Strategies** – Depending on the candidate and the level of confidentiality, we recommend comprehensive reference calls in presidential searches with a 360-degree perspective (supervisors, peers, direct reports) from the current and previous institutions. This can take anywhere from one to three weeks.

- The first level of referencing is typically done prior to the first-round interviews with at least one on-list reference.
• The second level of referencing occurs after first-round interviews, before candidates proceed to a broader range of engagement with campus constituents. The second level includes additional on-list as well as off-list references.

• The final level may involve the Board Chair and search committee chair making additional calls.

**Decision Support**

The Board and the search committee maintain complete authority in the selection of semi-finalists, finalists, and the candidate of choice. Once you decide to extend an offer, we can advise on terms, salary, benefits, and relocation based on our experience in negotiating executive compensation programs. We will assist in managing a smooth transition – and stay in close contact with the university and the new leader– to ensure a successful long-term match.

**B. Work Plan**

We hold ourselves to a search timeline that follows clearly-defined steps. We work with clients to schedule meetings and candidate interviews at the start of the search to avoid delays. At the outset of the engagement, we will modify the timeline to best meet the needs and preferences of the Board and search committee.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Description</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mid-May: Discovery Phase</strong></td>
<td>Planning: Consultants meet with the search committee to plan the search and begin to formulate selection criteria and search strategy.</td>
<td>FGCU search committee, representatives, stakeholders Witt/Kieffer consultants</td>
</tr>
<tr>
<td></td>
<td>Community outreach: Consultants and search members meet with a wide range of members of the FGCU community to keep them informed about the process and to learn more about their views of selection criteria</td>
<td>Witt/Kieffer consultants</td>
</tr>
<tr>
<td><strong>Late May: Approve Recruitment Strategy</strong></td>
<td>Approval of plan: Consultants work with the search committee to finalize the Leadership Profile and recruiting and advertising plan</td>
<td>FGCU search committee Witt/Kieffer consultants</td>
</tr>
<tr>
<td><strong>June-August: Recruitment and Candidate Evaluation</strong></td>
<td>Recruiting: Consultants place advertisements and launch active recruiting that is initially wide-ranging and then focuses on the most promising potential candidates</td>
<td>Witt/Kieffer consultants and research team (oversight from the search committee)</td>
</tr>
</tbody>
</table>

**WITT / KIEFFER**

Leaders Connecting Leaders
| Early September: Candidate Review | Candidate review: Search committee reviews candidate materials posted on password-protected website and considers consultant insights about candidates.  
Semi-finalist selection: Consultants meet with the search committee to review candidates and identify candidates for preliminary interviews | FGCU search committee Witt/Kieffer consultants |
|----------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------|
| Late September: Semi-finalist Interviews | Interviews: Consultants support search committee through first round interviews, followed by selection of three to five finalists for deeper engagement and evaluation.  
References: References contacted and credentials verified; reports provided for committee. | FGCU search committee Witt/Kieffer consultants |
| Early October: Finalist Interviews | Interviews: Two to four candidates are identified and have finalist interviews on the campus.  
References: Additional references contacted; reports provided for committee. | FGCU search committee Witt/Kieffer consultants |
| Mid-October: Finalist Selection and Negotiations | Selection of preferred candidate(s): Search committee presents recommendation(s) to the Board of Trustees  
Appointment: Consultants support negotiation of terms | FGCU Board of Trustees Witt/Kieffer consultants |
| Search Conclusion | Announcement and transition: Announcement is planned; Consultants support transition | FGCU Board of Trustees Other FGCU stakeholders Witt/Kieffer consultants |

Witt/Kieffer’s reputation for excellence is built on teamwork. Each search assignment poses a distinct set of needs best served by tapping the collective expertise of over 90 search consultants and a team of research analysts across the country. We have selected a team of experts with specialized knowledge in chancellor/presidential search to collaborate with FGCU on this search.

Lucy Leske, senior partner, will lead this search and be the primary point of contact throughout. She will be present for all on-site meetings and interviews and be fully accountable for all aspects of the search and all FGCU interactions. Robert Luke will add additional support throughout the duration of the assignment, including but not limited to participating in candidate screening, outreach, referencing, and evaluations. They will be supported by Matthew Danaher, research analyst, and Sylvia Smith, administrative assistant.
Lucy Aphtrp Leske, senior partner, joined Witt/Kieffer in 1998 and has been an executive recruiter since 1992. She has led a broad range of searches, including presidential, vice presidential, decanal, and provostial searches during her tenure with the company. Her areas of expertise include presidential and CEO positions; academic leadership in arts and sciences, law, engineering, education, and business; finance and administration; inclusion and diversity; international leadership; and advancement.

She has published national articles and presented at professional conferences, including meetings of the Ohio and Virginia Networks of ACE’s Office of Women, the ACE Fellows program, the National Association of Diversity Officers in Higher Education, the Millennium Leadership Institute of the American Association of State Colleges and Universities, NAFSA: Association of International Educators, and TIAA-CREF Institute on topics such as leadership transition and assessment, professional development for women and underrepresented individuals, and the recruitment and retention of talented leaders.

Lucy is the leader of the Witt/Kieffer Diversity Council and works with clients to enhance diversity and inclusive excellence in leadership recruitment. She is a member of the Board of Trustees at Mitchell College in New London, CT, and serves on the board of Witt/Kieffer’s new international joint venture, Witt/Kieffer Ccentric, Limited.

Education
B.A. magna cum laude, Biological Sciences, Mount Holyoke College, South Hadley, MA
Certificate of Completion, Ecology, Marine Biological Laboratory, Woods Hole, MA

Representative Clients

Black Hills State University
Bowling Green State University
California State University-Northridge
California State University-Sacramento
California State University-San Marcos
City University of New York Graduate Center
College of New Jersey
College of William and Mary
Dakota State University
East Carolina University
Emporia State University
Fayetteville State University
Fitchburg State University
Florida Atlantic University
Framingham State University
Frostburg State University
George Mason University
Indiana University at Bloomington
Keene State College
Norfolk State University
North Carolina Central University
Northern Illinois University
Ohio University
Pittsburg State University
Rowan University
Salem State University
South Dakota State University
SUNY at New Paltz
SUNY at Purchase
SUNY at Stony Brook
SUNY College of Environmental Science and Forestry
University at Buffalo, SUNY
University of Arkansas at Monticello
University of California San Diego
University of Cincinnati
University of Colorado at Boulder
University of Connecticut
University of Delaware
University of Hawaii System
University of Houston
University of Houston Downtown
Robert W. Luke is an associate in the Education practice. He works to identify presidents, chancellors, provosts, deans and vice presidents on behalf of public and private colleges and universities.

Robert has nearly 15 years of experience in education and politics. He came to Witt/Kieffer from George Washington University in Washington, DC, where he handled special projects for the president and provost.

While at GW, Robert managed several executive searches, including a provost and executive vice president for academic affairs, a vice president for development and alumni relations, and multiple deans. Additionally, he managed executive transitions and advised new leaders on developing their organizational structures. Robert also contributed to the university-wide strategic planning process as part of his seven years of service to GW.

Prior to his higher education experience, Robert worked in Florida politics. He served as the deputy campaign manager for Bill Nelson for U.S. Senate in 2006. In this role he managed the campaign headquarters and three state offices, directed major events and speaking engagements, and supervised field operations. Before the campaign, Robert was a staff assistant to Senator Nelson.

Education
M.A., George Washington University
M.P.S., George Washington University
B.A. with Honors, University of Central Florida

Representative Clients

Eastern Oregon University
New Jersey City University
State University of New York at Stony Brook
University of Baltimore
University of California Los Angeles
University of California Riverside
University of Central Florida
University of Massachusetts Amherst

University of Michigan
University of Minnesota-Morris
University of Mississippi
University of Nebraska - Lincoln
University of Vermont
Wayne State University
Western Oregon University
Matthew Danaher will provide research support for the search. Matthew is a senior research analyst and team lead in Witt/Kieffer’s Education practice and has been with the firm since 2011. In his role, Matt will assist the team by generating original research in support of developing a candidate identification strategy and identifying potential candidates. Since joining the Research Department in 2013, he has overseen the research for over 100 successful searches. Matthew holds a B.A. in Economics and Business Administration from Monmouth College.

Sylvia Smith is an administrative assistant in Witt/Kieffer’s Education practice. Sylvia joined Witt/Kieffer in 2010 and is an expert at tracking and responding to all the applications, nominations, and requests for information that a search entails. An efficient and proven planner, she will coordinate the logistics of the search, including scheduling meetings and travel.
3. Price

Several of our recent clients at public institutions in Florida have “piggy backed” on a contract that Witt/Kieffer has in place with the University of Virginia. Based on the president’s current compensation, we are pleased to offer FGCU a fixed professional fee of $140,000. This fee is aligned with the current terms of the contract with the University of Virginia.

Should FGCU choose to not “piggy back” on this contract, professional fees for this search assignment are one-third of the first year’s total compensation including base salary and projected bonuses for which the individual is eligible, with a minimum fee of $60,000. At the conclusion of the search, we will adjust our fee up or down, depending on actual total compensation.

Expenses

The fixed job expenses, also aligned with the University of Virginia contract, are billed at the one-time charge of nine percent of the professional search fees with a minimum charge of $5,400 and a maximum of $7,000, and are for administrative support, verifications, media checks, database access, communications, and research services that are not easily identifiable by project.

Should FGCU choose to not “piggy back” on this contract, the fixed job expenses, billed at the one-time charge of 10 percent of estimated professional search fees with a minimum charge of $6,000 and a maximum of $10,000, are for administrative support, verifications, media checks, database access, communications, and research services that are not easily identifiable by project.

Out-of-pocket expenses are charged at cost and generally include staff and candidate travel and accommodations, courier services, advertising, video conferencing, publications, education verification, and outside printing.

Billing arrangements

The first billing of one-third of the estimated professional fees and for fixed overhead expenses will be submitted at the start of the search. Two additional billings of the professional fees and actual out-of-pocket expenses will be submitted at 30 and 60 days. Invoices for additional expenses will be submitted monthly thereafter. A final statement at the conclusion of the search will adjust as necessary, fees and expenses incurred and payments received. Invoices are due within 30 days. A late penalty of 1.5 percent per month will be charged for past due invoices. All bills must be paid within 60 days of the close of a search to activate the placement guarantee.

Cancellation and other related policies

If you decide to hire an additional candidate as a result of this search assignment, there is a professional fee add-on of 20 percent of the first year’s total compensation including base salary and projected bonus. In addition, if the search is delayed by more than 30 days or the specifications for this search assignment are substantively changed, an additional fee for either event may result. If, for any reason, you cancel the search prior to successful completion, you are responsible only for the professional fees billed to date, plus actual expenses.
A search that is suspended or placed on-hold may be re-started within six months of this proposal if the search is for the same position stipulated in this proposal. A search placed on-hold for more than six months will be considered cancelled; any search that is re-started may be subject to additional search fees. The firm’s guarantee applies only to the search described in this proposal, and may not be applied to different searches.

Quality guarantee

If the executive Witt/Kieffer places at your organization ceases to be employed by the client organization in any capacity within one year of his/her commencement of employment, Witt/Kieffer will search for a replacement to fill the original position at no additional professional fee.

4. Attachments

A. Acknowledgement Form

Witt/Kieffer’s signed acknowledgement form is attached.

B. All Addenda to this RFQ

Witt/Kieffer acknowledges there were no addenda issued with this RFQ.

C. References

South Dakota State University
Dr. Michael Rush
Executive Director and Chief Executive Officer
South Dakota Board of Regents
(605) 773-3455

East Carolina University
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(919) 962-1000

Steve Jones
Chair, East Carolina University Chancellor Search Committee
Steve.Jones@yadkinbank.com

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President
University of Arkansas System Office
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Dean, College of Engineering and Computer Science
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ilyas@fau.edu

Fitchburg State University
Don Irving
Chair, Presidential Search Committee
doni@dataguidecable.com
Representative education clients

ACT, Inc.  Boston University
Adler University  Bowling Green State University
Agnes Scott College  Brandeis University
Alabama A&M University  Brearley School
Alaska Pacific University  Brooklyn Law School
Albion College  Brooks School
Alfred University  Brown University
Allegheny College  Bryant University
Alma College  Bryn Mawr College
American Association of Collegiate Registrars and Bucknell University
Admissions Officers  Buffalo State College
American International College  Butler University
American University  California Health Sciences University
American University in Bulgaria  California Institute of Technology
American University in Cairo  California Institute of the Arts
American University of Beirut  California Lutheran University
American University of Sharjah  California State Polytechnic University Pomona
American University of the Caribbean Medical California State University System Office
Information Office  California State University-Channel Islands
Appalachian State University  California State University-Long Beach
Arcadia University  California State University-Northridge
Arizona State University  California State University-Sacramento
Arizona State University West  California State University-San Marcos
Art Center College of Design  Canisius College
Assumption College  Capital University
Augusta University  Cardinal Stritch University
Augustana College  Carleton College
Aurora University  Carlow University
Babson College  Carnegie Mellon University
Baldwin Wallace University  Case Western Reserve University
Bates College  Cedar Crest College
Baylor University  Central Michigan University
Beloit College  Champlain College
Bemidji State University  Chapman University
Benedict College  Charlotte Country Day School
Bennett College  Chatham University
Bennington College  City College of New York
Bentley University  City University of New York Brooklyn College
Berea College  City University of New York Graduate Center
Berklee College of Music  City University of New York Herbert H. Lehman College
Berry College  City University of New York John Jay College
Bethany College  Criminal Justice
Binghamton University, SUNY  City University of New York School of Law
Birmingham-Southern College  Claremont McKenna College
Black Hills State University  Clarion University of Pennsylvania
Blessing-Rieman College of Nursing  Clark University
Bloomsburg University of Pennsylvania  Clarke University
Boise State University  Clarkson College
Boston College  Clemson University
Boston Conservatory
Florida Gulf Coast University President

Cleveland Institute of Art  Emory University
Colby College  Emporia State University
Colgate University  Fairfield University
College Board (The)  Fayetteville State University
College of Charleston  Felician College
College of New Jersey  Fielding Graduate University
College of the Holy Cross  Fitchburg State University
College of William and Mary  Florida A&M University
College of Wooster  Florida Atlantic University
Colorado School of Mines  Florida State University
Colorado State University  Fordham University
Columbia University  Framingham State University
Community College of Philadelphia  Francis W. Parker School
Connecticut College  Franklin and Marshall College
Coppin State University  Franklin College
Cornell College  Friends University
Cornell University  Frostburg State University
Cornish College of the Arts  Gannon University
Cottey College  General Theological Seminary
Council for the Accreditation of Educator  George Mason University
Preparation (CAEP)  George Washington University
Cox College  Georgetown University
Creighton University  Georgia Institute of Technology
Culinary Institute of America  Georgia State University
Dakota State University  Gesu School
Daniel Webster College  Gettysburg College
Dartmouth College  Gonzaga University
Davenport University Grand Rapids Campus  Goucher College
Davidson College  Grand Valley State University
Deerfield Academy  Grinnell College
DePaul University  Guilford College
DePauw University  Hamad bin Khalifa University
Dickinson College  Hampden-Sydney College
Doane College  Hampshire College
Dominican University  Hartwick College
Drake University  Harvard University
Drew University  Haverford College
Drexel University  Hawaii Pacific University
Duke University  Hebrew Union College-Jewish Institute of
Dunwoody College of Technology  Religion
Earlham College  High Point University
East Carolina University  Hiram College
East Stroudsburg University of Pennsylvania  Home Instruction Program for Preschool
Eastern Michigan University  Youngsters
Eastern Oregon University  Horace Mann School
Edison Project  Howard University
Elizabethtown College  Idaho State University
Elmhurst College  Illinois College
Elms College  Illinois Institute of Technology
Elon University  Illinois State University
Embry-Riddle Aeronautical University  Indiana University at Bloomington
Emerson College  Indiana University Kokomo
Emmanuel College  Indiana University Northwest
Florida Gulf Coast University President

Indiana University of Pennsylvania
Indiana University South Bend
Indiana University Southeast
Indiana University System
Indiana University-Purdue University Indianapolis
International College Beirut
International Reading Association
Iona College
Iowa State University
Ithaca College
Jack Kent Cooke Foundation
John Carroll University
Johns Hopkins University
Kalamazoo College
Keck Graduate Institute of Applied Life Sciences
Keene State College
Kent State University
Kentucky State University
Kenyon College
Kettering University
Kingswood-Oxford School
Knox College
Kutztown University of Pennsylvania
La Salle University
Lake Forest College
Lakeland College
Lakeside School
Laurel School
Le Moyne College
Lehigh University
Lewis and Clark College
Lincoln University
Lindenwood University
Long Island University
Loyola Marymount University
Loyola University Maryland
Loyola University New Orleans
Loyola University of Chicago
Macalester College
Manhattan School of Music
Mansfield University of Pennsylvania
Marietta College
Marist College
Marquette University
Mary Baldwin College
Massachusetts Institute of Technology
McDaniel College
Mercy College of Health Sciences
Mercy College of Ohio
Miami University
Michigan State University
Millersville University of Pennsylvania
Millikin University

Mills College
Millsaps College
Montana State University - Bozeman
Moravian College
Mount Holyoke College
Murray State University
Muskingum University
National Cathedral School
National Student Clearinghouse
Nazareth College of Rochester
New Jersey City University
New Jersey Institute of Technology
New York Institute of Technology
New York University
Nichols College
Norfolk State University
North Carolina A&T State University
North Carolina Central University
North Carolina State University
North Central College
Northeastern Illinois University
Northeastern University
Northern Arizona University
Northern Illinois University
Northern Kentucky University
Northern Michigan University
Northern State University
Northfield Mount Hermon School
Northwestern University
Northwestern University in Qatar
Notre Dame of Maryland University
Occidental College
Oglethorpe University
Ohio Northern University
Ohio University
Ohio Wesleyan University
Oldfields School
Olin College of Engineering
Oregon State University
Oregon University System
Otterbein University
Pace University
Pacific Lutheran University
Peabody Institute of Johns Hopkins University
Pennsylvania State System of Higher Education
Pennsylvania State University
Perkins
Philadelphia University
Phillips Academy, Andover
Pine Manor College
Pittsburg State University
Pitzer College
Point Park University

WITT / KIEFFER
Leaders Connecting Leaders

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1.0 **Explanation**  
This certification attests to the Respondent's awareness and agreement to the content of this RFQ and all accompanying provisions contained herein.

2.0 **Action**  
Respondent ensures that the following certificate is duly completed and correctly executed by an authorized officer representing the Respondent in their capacity.

3.0 This Reply is submitted in response to Request for QUOTE (RFQ 16E-002) by Florida Gulf Coast University. The undersigned certifies that to the best of their knowledge that:

3.1 The undersigned is a principle agent of the company with said authority to enter into and bind the company to this Request for QUOTE and any agreement that may result from the award.

3.2 Agrees to be bound by the content of this Reply and agrees to comply with the terms, conditions and provisions of the referenced Request for QUOTE (RFQ) and any addenda thereto in the event of an award. Exceptions are to be noted as stated in the RFQ.

3.3 The Reply shall remain in effect for a period of ninety (90) calendar days as of the Due Date for replies to the RFQ.

3.4 This Reply is made without prior understanding, agreement, or connection with any corporation, firm, or person also submitting a Reply for the same services and is in all respects fair and without collusion or fraud.

3.5 The undersigned certifies that, to the best of his/her knowledge that there is no trustee or employee of Florida Gulf Coast University who has or whose relative has an interest in excess of 5% in the entity submitting this Reply.

3.6 That the company is not currently debarred, suspended or proposed by any federal entity. The undersigned agrees to notify the University of any change in the status of the company in this regard, should one occur, until such time as an award has been made under this procurement action.

4.0 Person(s) authorized to act in good faith on behalf of the company for purposes of this Request for QUOTE:

Name: __Karen Lang_________________________  
Title: __Controller__________________________

Name: __Sally DeBeccaro______________________  
Title: __Chief Financial Officer and Senior Partner____

Name: ________________________________  
Title: ________________________________

5.0 Company Name: Witt/Kieffer, Inc.__________________________

Address: _2015 Spring Road, Suite 510__________________________

Address: ________________________________

City, State, Zip Code: __Oak Brook, IL 60523__________________________

Phone: __630-990-1370__________________________

Fax: __630-990-1382__________________________

Web Address: __www.wittkieffer.com__________________________

FEID Number: __36-2919320__________________________

6.0 Name of Official: __Karen Lang_________________________  
Title: __Controller__________________________

Signature: ________________________________