

Proposal Prepared for:
BOARD OF REGENTS, STATE OF IOWA
Mark Braun
Executive Director

RFQ Issued: 10/05/2020
RFQ Response Due: 10/26/2020 4:30 pm

EXECUTIVE SEARCH AND RECRUITING SERVICES FOR:



President of the University of Iowa Search

Statement of Confidentiality:

G/A&A understands and agrees to the State of Iowa requirements, the IOWA Code Chapter 22, Iowa Open Records Act.

**ATTACHMENT A
PROPOSAL CERTIFICATION FORM**

The undersigned certifies that to the best of her/his knowledge: (check one)

☒ There is no officer or employee of the Board of Regents who has, or whose relative has, a substantial interest in any contract award subsequent to this proposal.

☐ The names of any and all public officers or employees of the University of Iowa or the Board of Regents who have, or whose relative has, a substantial interest in any contract award subsequent to this proposal are identified by name as a part of this submittal.

The undersigned further certifies that their firm (check one) ☐ IS, or, ☒ IS NOT currently debarred, suspended, or proposed for debarment by any federal or state entity. The undersigned agrees to notify the Board of Regents of any change in this status, should one occur, until such time as an award has been made under this procurement action.

In compliance with the Request for Qualification for "Consulting Services for a Search to Identify Candidates for the new President for the University of Iowa" after carefully reviewing all the terms, conditions and requirements contained therein, the undersigned agrees to furnish such goods/services in accordance with the specifications/scope of work.

<u>Greenwood/Asher & Associates, Inc.</u>	<u>(850) 650-2277</u>
(firm)	(phone number)
<u>42 Business Center Dr., Ste 206</u>	<u>(850) 650-2272</u>
<u>Miramar Beach, FL 32550</u>	(fax number)
(address)	<u>20-0685960</u>
<u>Jan Greenwood</u>	(Federal ID Number)
(by)	
<u>Partner and President</u>	
(title)	

October 26, 2020

Mark Braun
Executive Director
Board of Regents, State of Iowa
11260 Aurora Avenue
Urbandale, IA 50322

Dear Mr. Braun:

Thank you for inviting Greenwood/Asher & Associates, Inc. (G/A&A) to submit a proposal for the President of the University of Iowa. We would be honored to partner with you in this executive search. We understand the significance of this search for the Board of Regents, State of Iowa and we offer our extensive search expertise to identify successful candidates who will continue to craft the new chapters of exploration, discovery, creation, and engagement of the University of Iowa.

G/A&A has an extensive history of successful outcomes with presidential searches, which documents the attention, care, and success that we would bring to your search for the next president of the University of Iowa. We have completed more than 2000 searches at both private and public institutions. Over the years, G/A&A has built a large portfolio of successfully completed searches for institutions of higher education. We are very current in the market for executive leaders.

[Appendix I](#) demonstrates our broad range of universities and colleges, and our depth and breadth of knowledge of the field of presidential searches. This list also shows our ability to work with search committees, administrators, and boards in order to develop a mutually agreeable plan that will be successful.

As you are aware, our searches lead to quality results for our clients. For example, we are proud to have provided to our clients' candidate pools that have resulted in placements of National Academy members for both AAU and non-AAU institutions. Included in these National Academy placements were a renowned medical doctor and a female dean of engineering. It is challenging to recruit National Academy Members for universities that are not AAU. Even in this challenging national recruitment climate, which higher education is experiencing due to the global pandemic, the majority of our searches are continuing to close on schedule with our clients getting the candidate of their choice.

Because of the extensive experience we have in successfully completing searches over two decades for Land Grant Institutions, State Flagship Institutions, and Carnegie Classification Research Very High Institutions, we are very current in the market for academic leaders

(president, vice presidents, and deans) for these types of universities. Such institutions for which G/A&A has worked with include University of Illinois Urbana-Champaign, The Ohio State University, University of Cincinnati, Florida State University, West Virginia University, Iowa State University, Montana State University, Louisiana State University, Michigan State University, University of Oregon, Virginia Commonwealth University, University of California Davis, Georgia State University, the University at Albany, University of Georgia, University of Florida, University of New Hampshire, Texas A&M University, Washington State University, University of Wisconsin Madison, University of South Florida, University of Texas Austin, University of Texas System, University of Massachusetts System, University of Oklahoma, University of New Mexico, and Clemson University. These projects have kept us current in our contacts in the academic markets of these types of institutions.

We are very familiar with the higher education environment within the state of Iowa. As with the University of Iowa, G/A&A also have the pleasure to have partnered with the Iowa State University, Mercy College of Health Sciences, and Upper Iowa University. We think our experiences at institutions around the nation and our familiarity with the higher education environment within the Iowa demonstrate the unique qualifications to work with you on this search.

After both serving as tenured professors and presidents of universities, Dr. Betty Turner Asher, and I founded G/A&A in 2004. Prior to that time, I had been a member of two international search firms. G/A&A has grown steadily, and now, with nearly 30 years of search experience to draw upon, we have become one of the premier search firms in the United States with a unique understanding of the needs of higher education and demonstrated success recruiting globally from higher education, businesses, industries, government, and nonprofits.

Very few search firms can bring our level of expertise to identify and recruit quality candidates. With the collective experience of over 2000 completed searches, G/A&A consultants take pride in having a high percentage of repeat clients for over two decades, we know that successful searches are built by cultivating strong relationships with both clients and candidates, and that's why we have developed comprehensive search processes tailored to your needs and always executed with prompt, clear communications.

In an effort to minimize business disruption during COVID-19 and assist the Board of Regents, State of Iowa with its business continuity plans, G/A&A has fully transitioned its services on-line, and are successfully utilizing virtual means at all stages of the search process when requested by our clients. Use of virtual processes during the search also reduces search expenses. While practicing social distancing for the near future may be our new normal, we have maintained our daily operations and welcome the opportunity to assist you to further your efforts to do so as well.

I would like to bring to your attention that we offer additional services to enhance the decision-making of the board of regents that you may choose to include as part of your search package. These additional services include the use of market research supported by artificial intelligence (AI) to engage a broad constituency, leadership and soft skills assessments, graphic design, and/or comprehensive background checking (i.e., to provide additional information on the

candidates). We have developed strategic partnerships with experts in all four fields who work collaboratively with us to provide exceptional service.

If given the opportunity, during your search, I will be assisted by Ms. Julie Holley, Senior Executive Search Consultant. Ms. Holley is highly skilled at creating diverse candidate pools for searches and communicates effectively with both clients and candidates to ensure all their needs are met. Together, we will manage your search with the utmost professionalism.

The following pages are an overview of G/A&A, including our philosophy, approach, experience, and wide range of services. As you read through this document, we hope you will feel as confident as we do that G/A&A is ready and able to identify and recruit candidates, and will work with you to formulate a mutually agreeable search plan to find the next great leader for the University of Iowa.

Feel free to call us at (850) 650-2277 if you would like us to elaborate on any of the information we have provided.

Your institution is extremely important to the communities you serve both locally and globally, the state of Iowa, and the nation. We would be honored to partner with the Board of Regents, State of Iowa to find the next outstanding president for the University of Iowa.

With thanks,

A handwritten signature in cursive script that reads "Jan Greenwood". The signature is fluid and elegant, with the first name "Jan" and last name "Greenwood" clearly distinguishable.

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



Board of Trustees

226 Tigert Hall
PO Box 113150
Gainesville, FL 32611-3150
352-392-1311
352-392-9506 Fax

October 31, 2014

Dr. Jan Greenwood, President
Greenwood/Asher & Associates
Center Drive, Suite 206,
Miramar Beach, Florida 32550

Re: University of Florida Presidential Search

Dear Jan:

I am writing as the Chair of the University of Florida Board of Trustees and Presidential Search Committee to express deep gratitude to you, Julie Holley and the rest of the Greenwood/Asher & Associates team for the exceptional, expert service you provided in the search for the University's 12th President. The high quality of your contacts among leaders of the nation's AAU and other academic research universities, your experience in public and private presidential searches, the frequent updates you offered for coordination, the thoroughness of your referencing, and the good judgment and advice you shared served the search and our University well, and enabled me to focus my efforts most effectively. You became a member of the University's team and worked collaboratively for the success of the search and the best interest of the University.

The result speaks volumes: on October 15th, UF's Board selected Dr. W. Kent Fuchs, Provost of Cornell University, as University of Florida's next president and we expect Dr. Fuchs to be confirmed by the Board of Governors on November 6th. Through the work of the Search Committee, your firm and other stakeholders, with the trusting relationships you have developed among national academic research leaders, and with the rise in visibility of UF's academic accomplishments, there was a high level of interest in the search and the applicant pool included a number of highly talented leaders. Three applicants were the candidates interviewed by the search committee and two were the finalists interviewed by the Board. All of those interviewed are impressive and accomplished individuals with high academic distinction and leadership abilities, as well as successful senior management experience in large, complex and highly ranked AAU research institutions. Dr. Fuchs has all of these abilities and experiences, as well as a proven record of exceptional fundraising, strategic planning, institutional transformation, diversity and inclusion, and team-building. The response to Dr. Fuchs' recruitment at UF and in the academic research community is enormously positive and energizing, and I thank you and Greenwood/Asher for the important part you played.

The Foundation for The Gator Nation
An Equal Opportunity Institution

Dr. Jan Greenwood, President
Greenwood/Asher & Associates
October 31, 2014
Page 2

It is worthy of note that, in UF's 2014 presidential search, your team built on your experience and excellent work on UF's 2004 presidential search (under the leadership of Search Chair and then Board Chair, Manny Fernandez) and UF's 2012 presidential search (under the leadership of Search and Board Chair, David Brown), as well as your nation-wide experience on AAU and other research university presidential searches. UF's 2012 presidential search, which was on the cusp of success, ended so that the University could seize unexpected opportunities, best initiated by President Machen, to pursue UF's long-held preeminence goals, and not for any reason associated with the search. In the 2014 search, you and the Search Committee were able to capitalize on the official recognition of UF's academic research preeminence and the related funding and distinguished faculty hiring efforts that began in the year and a half between searches. The Greenwood/Asher team expertly and meaningfully communicated this history and these developments, marketing University of Florida and the presidential position most beneficially.

Please feel free to use this letter as a professional reference for you and Julie Holley when needed by Greenwood/Asher in connection with other university searches. Jamie Lewis Keith and I are also available to supplement this letter by phone if that would be helpful.

The Greenwood/Asher team, led by you and Julie Holley, has contributed importantly to the future of University of Florida through your excellent work on the 2014, as well as on prior, presidential searches. I wish you continued success and again thank you for your distinguished service to University of Florida.

Sincerely,



Steven M. Scott
Chair,
University of Florida Board of Trustees
2014 University of Florida Presidential Search Committee

Cc: C. David Brown, II, member and former Chair, UF Board of Trustees, 2012 Search Committee Chair
Manny Fernandez, former Chair, UF Board of Trustees, 2004 Search Committee Chair
Jamie Lewis Keith, Vice President, General Counsel and University Secretary

UNIVERSITY OF ILLINOIS
Urbana-Champaign • Chicago • Springfield

Office of the President
364 Henry Administration Building
506 South Wright Street
Urbana, IL 61801-3689

Timothy L. Killeen
President

August 10, 2016

Jan Greenwood
Julie Holley
Greenwood/Asher & Associates
42 Business Center Drive, Suite 206
Miramar Beach, FL 32550

Dear Jan and Julie:

I am deeply grateful to you and your colleagues at Greenwood/Asher for sharing your talents and expertise to help guide our search for a new permanent chancellor of the University of Illinois at Urbana-Champaign.

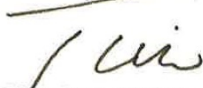
During my more than 30 years in higher education, I have never seen a search that was more thorough, more professional or produced a stronger field of candidates. It is a great testament to your network of connections across the nation, your hard work behind the scenes, your collaboration with a dedicated and thoughtful search advisory committee and to the world-class drawing power of UIUC.

Needless to say, I could not be more pleased with the outcome. Dr. Jones' achievements and character check literally every box on our wish-list for a new permanent chancellor – academic and research excellence, superior leadership and communication skills, a Big Ten and land-grant background, and an unwavering commitment to integrity, shared governance and collegiality.

As I said when we welcomed Dr. Jones to campus, I am still pinching myself that we were able to recruit a leader of his caliber. He is the ideal choice to build our rich legacy of excellence, and we are indebted to you for helping bring him to us.

On behalf of the entire University of Illinois family, thank you again and please convey our gratitude to all of your colleagues who helped along the way.

Sincerely,



Timothy L. Killeen

Urbana • (217) 333-3070 • Fax (217) 333-3072 • E-Mail: tkilleen@uillinois.edu
Chicago • 1737 West Polk Street • Chicago, Illinois 60612-7228 • (312) 413-9097

Leslie M. Muma

April 14, 2019

Jan Greenwood, Partner
Greenwood/Asher Associates, Inc
42 Business Center Drive, Suite 206
Miramar Beach, FL 32550

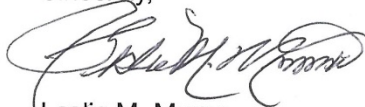
Dear Jan,

It's been two weeks since Florida's Board of Governors ratified USF's Board of Trustees selection of Dr. Steven C. Currall as the University of South Florida's seventh President. The entire USF Family will miss Judy Genshaft, our President for the last nineteen years, but I believe they are simultaneously confident that Dr. Currall is the right leader to keep USF on its current trajectory of greatness.

In reflecting back of our six month journey leading to the selection of DR. Currall, I'm constantly reminded of the important role played by Greenwood/Asher and Associates in our selection process. Your knowledge of Florida's University System, your focus on keeping us inline with Florida's Sunshine Law and related Florida Laws and your depth of knowledge of university leaders across the nation and around the world provided, in my judgement, a strong foundation on which to conduct our successful search.

Please thank your entire Team, on my behalf, for their dedication and their incredible energy to drive home the results we envisioned: A World Class Leader to replace the unreplaceable.

Sincerely,



Leslie M. Muma
University of South Florida
Presidential Search Committee Chairman

100 Palmetto Road • Belleair, FL 33756 • Phone: 727-584-5815 • Fax: 727-559-7877

Table of Contents

Intended Services	11
Executive Summary	12
Experience	13
What is the evidence that G/A&A can successfully execute this search?	14
What unique characteristics makes G/A&A stand out from other search firms?	14
List of Colleges and Universities (5.1.2)	15
Single Point Managerial-Level Contact (5.1.3)	16
Staff Experience.....	17
Your Project Team	17
Jan Greenwood Partner & President	17
Julie Holley, J.D. Senior Executive Search Consultant	18
Other Key G/A&A Members	19
Betty Asher Partner & Executive Vice President	19
Susanne Griffin Vice President and Managing Director.....	20
Marion Frenche Practice Leader, Diversity, Equity and Inclusion; Search Manager; and Senior Executive Search Consultant	21
Shelley Sullivan Feather Library Practice Leader and Senior Executive Search Consultant	22
Joe Stanley Senior Executive Search Consultant	22
Approach/Methodology	22
What approach/methodology would G/A&A implement for your executive search?.....	22
Search Length, Milestones and Goals: How long does a typical executive search take, and how does G/A&A establish achievable milestones and goals?.....	24
Phases Breakdown.....	25
Diversity: How does G/A&A fulfill our institution’s obligation to uphold diversity in our hiring practices?.....	26
References (5.1.4)	28
Schedule/Time Commitment (5.1.5)	29
Stakeholders Involvement (5.1.6)	30
Fee Structure	31
Professional fees	31
Value Added Services.....	33
APPENDIX I: Examples of presidential searches facilitated by G/A&A.....	35
Appendix II: Leadership and Strategic Services – Coaching, Consulting, and Training	39
CLIENT PORTFOLIO	40

Intended Services

The purpose of this proposal is to submit our intention to the Board of Regents, State of Iowa, to assist in the search for the President of the University of Iowa. The intended services of Greenwood/Asher & Associates, Inc. (G/A&A) include:

1. Assisting the University Presidential Search and Screen Advisory Committee (Committee) in screening and searching for appropriate prospects.
2. G/A&A will assist the Committee in conducting a broad advertising campaign, including, but not limited to, the major educational media, affirmative action sources and major state and national media.
3. G/A&A is to ensure that affirmative action/equal opportunity requirements are met in spirit and in word of the law.
4. G/A&A will receive nominations and applications for the President of the University of Iowa search.
5. G/A&A will provide timely, professional acknowledgments of nominations and other correspondence to prospects.
6. G/A&A will ensure that files of all qualified prospects are complete. These files should include evidence supporting prospects' claims of meeting the criteria of the Board of Regents. In all cases, a certified, official copy of the transcripts of all postsecondary education institutions, from which the candidates claim to have graduated, are to be a part of the files.
7. G/A&A will conduct a thorough background search on all final prospects and initial searches on initial prospects.
8. G/A&A will assist the Committee in the evaluation of the nominations by submitting a list to the Committee of prospects who meet the Board's criteria.
9. G/A&A will assist the Committee in recommending a final group of three to five prospects, who best meet the criteria established by the Board of Regents, and to conduct an extensive background search of the recommended prospects, including, but not limited to, criminal, civil, credit, and motor vehicle checks; reference checks; and authentication of all academic credentials and experiences of the prospects.
10. G/A&A will certify the willingness of the finalists to serve.

Executive Summary

Greenwood/Asher & Associates, Inc. (G/A&A) is a retained, full-service executive search, consulting, and training firm. It was founded in 2004 by Jan Greenwood and Betty Asher. In addition to our corporate headquarters in Florida, our executive search consultants are located strategically around the United States including metro D.C. Drs. Jan Greenwood and Betty Asher, along with the G/A&A consultants and associates, bring both an awareness and understanding of the needs of higher education and the ability to reach out nationally and internationally to identify appropriate candidates. We have approximately 35 team members who have completed over 2,000 searches with an estimated repeat client rate of 97% over 26 years. (See the client portfolio for a representative list of clients.) We have built a reputation as being committed to diversity, equity, and inclusion. Our clients have appointed a woman or person of diverse identity in over 57% of our searches. We believe this is the best of all higher education firms. Each of our consultants works on an average of three searches at a time. This workload allows quality service to our clients. Our references speak to our highly personalized services 24/7.

We are known for our national and international outreach, efficient process tailored to your needs, and client and candidate communications. We strive to build strong relationships with our committees and have a longstanding tradition of bringing women and leaders of diverse identity into senior leadership positions. Our consultants are enmeshed in extensive networks of leaders – and rising leaders. Our database, to our knowledge, is one of the largest in service, grown through our more than 2,000 searches.

Our executive search approach and methodology meets and exceeds the scope of services listed in the RFP. Our track record of facilitation of successful hires is proof of our rigorous recruiting, interviewing, and hiring process. The hires selected through our facilitation typically, on average, last longer in their positions than the national averages for that category of position. This attests to our care for our clients and our candidates, our attention to detail, our G/A&A branded processes, our efficient and successful recruiting strategy, and our adherence to our G/A&A Code of Ethics. G/A&A consultants take pride in having a high percentage of repeat clients for over two decades.

To ensure successful search completions, we use a branded search process which is explained in the many units of this proposal. Our recruiting strategy yields candidate pools that typically exceed the expectations of the search committee and hiring authorities. Our branded processes ease the burden on committee members to sort through the application materials of many candidates to find those that correctly match the requirements for the job. Our referencing process goes deep to take a 360° look at the on- and off-list referees to provide deep insights into the careers and leadership expertise of candidates.

Our pricing for searches match industry standards. Our clients routinely tell us that they feel that they get far more in service and support from G/A&A than they had expected for the price paid. Our clients have stated that there is perceived value for the cost expenditure of hiring G/A&A for searches.

Most importantly, we would be honored to be your partner and facilitate this search and identify influential leaders who will help the Board of Regents, State of Iowa achieve its goals.

Experience

Extensive Experience

Since 1992, G/A&A team members have provided executive search and consulting services for nearly 28 years. Founders Dr. Jan Greenwood and Dr. Betty Asher have both served as university presidents and come with a deep understanding of the unique challenges and organizational structures of higher education. G/A&A is a full-service, retained search firm, and we do not subcontract any of our services.

A Proven Track Record

Dr. Greenwood has conducted over 600 searches. Together, G/A&A consultants have facilitated over 2,000 successful searches.

Greenwood/Asher & Associates, Inc. is dedicated to superior service.

G/A&A is a global executive search and consulting firm dedicated to world-class service to clients and their candidates. We are certified in the state of Florida as a women-owned corporation. G/A&A uses proven innovative and research-based solutions tailored for each client, making us both flexible in meeting client expectations and consistent in producing candidates who reliably meet or exceed expectations.

Clients are of the utmost importance to us.

We listen, we learn, and we communicate in a forthright, honest, and timely manner. Our responsibility is to present the Board of Regents, State of Iowa with highly qualified candidates who match your expectations. We value your knowledge and your openness as we collaboratively prepare our recruiting strategies and screen the candidates.

We view our client relationships as long-term rather than transactional.

For example, we often place a chancellor/president and, later, are retained to conduct searches for members of the executive and senior-level administrative team. We will work in partnership with the Board of Regents, State of Iowa to address your unique needs and challenges and customize your search. We have an equally important responsibility to candidates, prospects, and sources on your behalf. We will communicate necessary and timely information and act with dignity and fairness at each step in the process.

At G/A&A we are committed to:

- Demonstrating excellence in every engagement with the highest level of personal conduct.
- Creating work culture and best practices that exemplify a commitment to diversity, equity, and inclusion.
- Developing a collaborative partnership model which involves listening and understanding all stakeholders.
- Only recruiting candidates who most completely meet the qualifications and expectations determined by the client.

- Using our extensive toolbox of research, marketing, and outreach to recruit the highest quality candidates possible.
- Ensuring every applicant is a match with the desired characteristics and qualities listed in advertisements and profiles.
- Assisting in identifying and hiring candidates in a timely fashion and providing transition assistance and start-up advice.

What is the evidence that G/A&A can successfully execute this search?

A Global Database

With national and global contacts and networks to draw from, and valued consultants located strategically across the nation, G/A&A has an ongoing understanding of the movement of key people in higher education.

Flexible Methods

G/A&A provides innovative and research-based solutions to clients. While tailored to each client, we use proven, evidence-based processes to manage the search. We are a nimble firm, flexible in meeting client expectations and producing quality candidates who meet or exceed expectations.

Deep Insights

G/A&A provides leadership assessment tools that provide feedback regarding the behaviors and competencies needed for specific leadership positions. Our assessment tools provide talent management solutions that support selection, on-boarding, development, and teambuilding.

A Total Dedication to Excellence

- Responsiveness and personal attention from G/A&A project leaders
- Cost-effective fees
- Timely responses to your sense of urgency
- Active pursuit of diversity
- Consulting experience you can trust
- Innovation and flexibility
- Use of technology to reduce expenses and improve processes
- Successful and timely completion of your assignment

What unique characteristics makes G/A&A stand out from other search firms?

A History of Repeat Business

G/A&A consultants take pride in having a high percentage of repeat clients for over two decades. We have built many long-term relationships with clients by conducting searches and utilizing processes that allow search committees to consistently reach agreement and, frequently, result in the client getting the candidate of first choice.

A Commitment to Equality and Diversity

At G/A&A, our ultimate goal is to be kind and responsive to every individual's needs. At our office, a work culture of diversity, equity, and inclusion has produced a team of predominately women with various ethnic and cultural backgrounds including from the United States, Philippines, Trinidad, Puerto Rico, Mexico, Dominican Republic, U.S. Virgin Islands, and Germany. As for our clients, remaining open to new learning related to diversity, equity, and inclusion and employing recruiting strategies that yield diverse pools of highly qualified candidates has resulted in appointments of women and/or people of diverse identities in over 57% of our clients' searches.

Code of Ethics

We pay special attention to the industry-adopted, and American Council on Education endorsed, *Code of Ethics*. It was written at the request of, and in collaboration with, ACE by Dr. Greenwood. We also request that our clients adopt this code when it does not violate state laws and regulations, such as the confidentiality of candidates. We feel we represent our clients and, therefore, ensure every interaction we have with prospects, candidates, and sources is positive and affirming.

Personal Attention

We are recognized for our personal attention. The search chairs, executive/administrative assistants, and search committees we work with will find us to be highly communicative. We provide weekly updates (written or oral) and meet with our committees at each major search junction.

Always Learning and Evolving Practices

Our use of leadership assessment, leadership team development, and professional coaching have been highly attractive additions to our portfolio of services. We are aware that reengineering and improving our processes is essential, and we try to learn from our clients at each step of the search process. We have feedback forms that we use in each of our client meetings. Our tools (e.g., grids, questionnaires) are customized to each client and are not used by other firms. Through the use of these tools, we bring additional information to the committee to assess the candidates.

List of Colleges and Universities (5.1.2)

A complete listing of colleges and universities for which the Firm has provided search services.

G/A&A is very current in the higher education markets for Carnegie Classification Research Very High (RH) academic leaders and support personnel to those leaders as we speak with them daily in our recruiting and vetting processes. Examples of clients for whom we have conducted successful president searches include Florida International University, President

- George Mason University, President (last three presidential searches over two decades)
- Mississippi State University, President
- The University of Arizona, President
- University of Arkansas, Fayetteville, Chancellor
- University of Florida, President
- University of Illinois Urbana-Champaign, Chancellor

- University of Kentucky, President
- University of Maryland, College Park President
- University of New Mexico, President
- University of South Florida, President
- University of Southern Mississippi, President
- University of Texas at Austin, President
- Virginia Commonwealth University, President
- Washington State University, President
- West Virginia University, President

This list of clients demonstrates the broad range of types of universities and colleges we work with, as well as our depth and breadth of knowledge of the field of presidential searches. This list also shows our ability to work with search committees, administrators, and boards in order to come up with a mutually agreeable plan that will be successful.

Single Point Managerial-Level Contact (5.1.3)

The name of a single point managerial-level contact for the Board to coordinate all requirements and to be the point of contact for any problems/questions that may arise. This individual will meet periodically with Board personnel and the Committee, will research information and deliver special reports as needed or directed by the Board and/or the committee. Please indicate the individual consultant(s) who will be the key participants in delivering these services. You must include name(s), qualifications, and level of involvement.

The single point managerial-level contact for the Board to coordinate all requirements and to be the point of contact for any problems/questions that may arise is:

Jan Greenwood
 President/Partner
 Greenwood/Asher & Associates, Inc.
 Tel: (850) 650-2277
 Fax: (850) 650-2272
 Email: jangreenwood@greenwoodsearch.com

Staff Experience

Convenient Access to Executive Search Consultants.

Our staffing pattern typically involves one of the partners/senior executive search consultants, an executive consultant, and a researcher on all of our assignments. We pay close attention to the balance and workload of our consultants and researchers to ensure we are producing quality work. We are also open to client input on consultants.

We propose the following team be assigned to the Board of Regents, State of Iowa president search:

Dr. Jan Greenwood, President and Partner

Ms. Julie Holley, J.S., Senior Executive Search Consultant

(They will be assigned a member of our research team to support them).

We expect that the G/A&A assigned team would be maintained from the start of the search to the successful closure of the search. However, because the majority of our team are full-time G/A&A employees and trained on our best practice processes, we are able to provide additional support to the search or a substitution for one of the team members assigned (if needed and/or requested by the client) without interruption to the search services or process.

Your Project Team

Jan Greenwood Partner & President



Jan Greenwood is a pioneer in US higher education; she was the first woman president of a public four-year and graduate institution in Virginia and was among the first to hold multiple presidencies for both public and private institutions. The library at one of these institutions is named in her honor. She was one of the earliest executive recruiters focused on education and nonprofit organizations. Greenwood is widely recognized for her search expertise; for her research and writing commentary on search and leadership issues, and for her wisdom imparted through leadership development workshops and events.

Dr. Greenwood is a licensed psychologist with experience as a psychometrist and with post-doctoral training in group methods. These skill sets are effective in working with clients, candidates and search committees. She earned full professor with tenure while working in higher education institutions. She prepared a chapter for Warren Bennis's book, *The Planning of Change*, when he was president of the University of Cincinnati, and she was vice provost. Her Ph.D. is from Florida State University and her M.Ed. and B.S. degrees are from East Carolina University. She understands the power of community colleges from her Associates in Arts degree from Peace College, NC. She holds a certificate from Harvard University's Institute for Educational Management.

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

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

Julie Holley, J.D. Senior Executive Search Consultant



Julie Holley serves G/A&A as a Senior Executive Search Consultant. She applies to her search work a broad knowledge of education and nonprofits and of all aspects of search processes. In her search work, she puts particular emphasis on identifying and recruiting world-class leaders for presidential searches and the nuances of referencing these leaders. Julie has successfully completed hundreds of searches, many at the president level. While she has conducted searches in the full range of higher education organizations, she particularly focuses on searches at AAU and high extensive research and doctoral institutions. She has a track record of recruiting world-renowned leaders into positions of president, chancellor, provost and dean. She also has extensive experience conducting searches for cabinet level positions. Julie specializes in searches for positions relating to her legal background, including law dean and general counsel positions and other legal-related positions in higher education. Another area of specialization is positions relating to internationalization and global affairs.

Julie works to identify and recruit strong and diverse leaders for G/A&A clients. She works in collaboration with the firm's partners on a wide range of search and firm responsibilities,

including mentoring and developing consultants and legal issues in executive searches. She works with the Partners on new client engagement, business development and building relationships with clients.

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

Other Key G/A&A Members

Betty Asher Partner & Executive Vice President



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

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

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

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

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

Susanne Griffin Vice President and Managing Director



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

Griffin's leadership includes service as board chair for the Child Care Resource and Referral Network (CCRR) and co-chair of the Campaign Steering Committee for the Joint Building Venture between CCRR and Rochester (MN) Boys' and Girls' Club. She was also a board member for the Rochester Area Foundation – First Steps and for the Rochester Diversity Council. She has been involved with the Communities in Schools Council of Champions, Macon Promise Neighborhoods Advisory Council and Minnesota Department of Education

Desegregation and Integration Task Force. Internationally, she has served as a team leader with Global Action Youth Summer Camps held in Ukraine, Moldova, and India.

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

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



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

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

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

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

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

Shelley Sullivan Feather Library Practice Leader and Senior Executive Search Consultant



Shelley Sullivan Feather has facilitated over 95 higher education searches, for positions ranging from presidents to department chairs. She joined G/A&A as a researcher and advanced to executive search consultant. Shelley brings her background in library science to her work as head of the G/A&A practice in library searches. She has assisted numerous organizations ranging from colleges to multi-institutional and multi-state library consortia with searches for chief library positions. Her leadership in library searches builds on her previous career working in public library systems. She served as assistant director, head of acquisitions as well as head of media and technology. She chaired the selection committee of a state-wide library information system currently in use in Florida's specialized state libraries. She has participated in the planning, construction and opening of two state-of-the-art library buildings. Feather holds a B.A from the University of Kentucky and an M.L.S. degree from the University of Alabama.

Joe Stanley Senior Executive Search Consultant



Joe Stanley has facilitated many searches for G/A&A. His work with the firm, building on his previous career experiences, focuses on searches in academic medicine, allied health, and medical disciplines for administrative leadership, clinical practice positions, and faculty positions. He has facilitated searches for public and private higher education at all levels, community colleges through research universities, and with leadership positions ranging from deans to presidents. In addition, he specializes in sciences, fine arts, and music searches.

Previously, Stanley worked with major pharmaceutical companies for medical representation and sales, centered in neurology and psychiatry. He has deep training in medical fields and sales relating to pharmaceuticals. Stanley was a small business owner in a customer-service oriented operation and served with the United States Coast Guard for 13 years with specialization in search and rescue. His B.A. is from the University of Missouri Kansas City, and his M.A. in management is from Friend's University. Stanley has a private pilot's license.

Approach/Methodology

What approach/methodology would G/A&A implement for your executive search?

As we adjust to the new normal for higher education due to the effects of COVID-19, we continue to remain dedicated to supporting the needs of our clients. Although we have always used technology to support both effectiveness and efficiency during the search process, we are expanding our use of technology during this time including, but not limited to, the use of a confidential client portal to share critical documents, virtual committee meetings, and virtual campus visits. As always, our search processes are customized to fit the specific needs of each of our clients.

Designed to be responsive to the individual needs of each client and customized to meet the specific needs of the Board of Regents, State of Iowa, the following is the starting framework we use for developing your search plan:

Gather information that will help customize search services for the Board of Regents, State of Iowa

In the first phase of the search, Dr. Greenwood and Ms. Holley will meet with relevant constituent groups. If not possible in person, these interactions can take place virtually or by phone. Clients have found these meetings particularly helpful as they establish a rapport, enhance the communication between stakeholders, create an opportunity for key stakeholders to provide input and/or feedback, and provide the community with a clear understanding of the university's mandates.

As we shared in our cover letter, there is the option to add expertise in market research supported by artificial intelligence tools during the first phase of the search to gather information and feedback from a broader range of constituent groups. Through the use of technology, we are able to gather information at times that are convenient for individual constituents. The information gathered is useful in our recruitment efforts and provides even broader access to the perspectives of the University of Iowa's community.

Collaborate with the client to develop an overall search plan

G/A&A will assist with developing an action plan, timelines, and recruitment materials, and with designing an interview and selection process which will present the strengths, challenges, and opportunities of each applicant. The process will be created to secure the candidates who best match your criteria.

Develop position profiles with the client

G/A&A will comment on, draft, and collaborate with the Board of Regents, State of Iowa regarding the creation of and updates to the position profile for any executive level positions.

Determine how and where to advertise the position

If needed, we will assist with the placement of advertisements in international, national, and local papers and publications such as *The Chronicle of Higher Education*, *Diverse*, *Hispanic Outlook in Higher Education*, *Women in Higher Education*, *The Chronicle of Philanthropy*, and/or any other media outlets specific to the field.

Recruit individuals that meet profile requirement

G/A&A will actively recruit a diverse prospect pool for consideration by using our database, searching higher education specific databases, contacting reliable sources and professional organizations for recommendations, and conducting our own original research.

Screen applicants and nominees, track and report candidate information

G/A&A will provide supporting documentation of recruitment efforts, including overall market feedback and gender/diversity statistics (when available). We will manage prospect and candidate information throughout the search process and provide detailed background information on the candidates.

Compare candidates within a customized matrix

Based on characteristics and qualities listed in the position profiles, we are able to compare and contrast candidates utilizing resumes, additional information, and preliminary interviews when requested.

Conduct background and reference checks

G/A&A will assist the Board of Regents, State of Iowa in coordinating background checks (i.e., through a third-party provider) and will conduct reference checks on selected candidates. Our vetting is one of the most important things we do, often talking to 12-15 people about each candidate. This information is shared orally with the committee and both orally and in writing to the Board.

Provide support for the search and interview process

G/A&A will provide technical, administrative, and logistical support for site visits (when conducted) and support final selection, contract negotiations, transition considerations, and follow-up. Drs. Greenwood and Asher will be available for timely consultation with the client regarding the search, the work of the search firm, and the candidates.

Search Length, Milestones and Goals: How long does a typical executive search take, and how does G/A&A establish achievable milestones and goals?

The timing or sequence of a search can always change, based on factors like search scale, candidate or search committee availability, or additional services added. We have found most searches take approximately four months, but initial meetings are designed to both set expectations and to also establish a search schedule that G/A&A will adhere to unless deviation from the initial schedule is mutually agreed upon with the client. Some searches take far less time if the process is modified to address unique client needs or to fill “hard to fill” positions.

Milestones	Related Activities	Deliverables
Initiation of search(es) and the establishment of expectations	Initial meetings with the client	Agreement on position profiles, process, format, work plans, schedules, and budget for the searches
Organizational needs analysis	Forums conducted with stakeholders, when needed	Agreement on institutional needs
Research and candidate development	Research and targeted outreach to candidates	Establishment of pools of viable candidates
Candidate evaluation: Determination of candidates to interview	Hold meetings to review prospects (long list)	Resumes and updates on other information gathered on candidates Market feedback report delivered
Candidates selected for the first round of interviews	Logistics surrounding interviews and schedules (i.e., airport interviews can be conducted for 8-12 candidates)	Advance agreement on a list of interview questions and interview process

Milestones	Related Activities	Deliverables
Semi-finalists candidates selected: Review of background information on the candidates	Coordination of reference checks as requested by the client, including 360 reference feedback Coordination of background checks as requested by client	Client selects final candidates
Candidate selection: Final round of interviews	Logistics surrounding interview schedule Discussion of communication strategies Intervention regarding any candidate issues	Agreement on pools of acceptable finalists
Negotiation and completion of searches	Contract negotiations	Final candidate selected

Phases Breakdown

Brief overview of the timetable (subject to availability of candidates and client):

* The timeline ***can be modified*** to meet the needs of the client.

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 (Search initiation and establishment of expectations)

- Establish partnership and clarify expectations
- Conduct orientation to the search process
- Discuss the application of best practices and search experience
- Establish a schedule for the search
- Review client materials
- Discuss how the client wants the process to evolve, including the 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)
- Assist with the 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)

Phase II (Research and candidate development)

- Develop strategies for the search to encompass a diverse pool of candidates
- Complete original research
- Contact sources and prospects
- Send information to prospects
- Develop communication systems to sources, prospects, and candidates (e.g., thank you letters)

Phase III (Candidate evaluation)

- Pre-qualify candidates
- Obtain resumes and additional materials
- Assess candidates' skills and experience against the profile

Phase IV (Candidate selection)

- Present market feedback report
- Prepare a 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
- Optional: Finalists take our behavioral assessment

Phase V (Negotiation and search completion)

- Review candidate compensation and other considerations with the client
- Conduct a final round of interviews
- Gain consensus on the final candidate and the offer to be made
- Assist in negotiating the final contract
- Confirm candidate acceptance
- Complete additional communications

Diversity: How does G/A&A fulfill our institution's obligation to uphold diversity in our hiring practices?

We are proud of the reputation we've built as a diversity-friendly search firm.

At G/A&A, we are committed to finding leaders who are as diverse as the client's position description allows; therefore, the client must consider the position description relative to the market that is available to meet the expectations. We have built a reputation as being committed to diversity, equity, and inclusion. Our clients have appointed women or people of diverse

identities in over 57% of our searches. We believe this is the best of all the higher education firms.

The client determines whom to interview and is the selector of the candidate of choice. We are a women-owned firm with a diverse consulting team and work with national leadership groups advancing the careers of women and people of diverse identities. Our database is rich in sources and prospects who are women and/or people of diverse identities. We have cultivated organizational partnerships with groups that support diverse candidates. We reach out to caucuses at professional societies in higher education which serve women and people of diverse identities for nominees, and we make presentations to diverse groups aspiring to advance their careers. A strong, diverse, informal network is a critical part of any successful recruitment effort.

While we value traditional measures of diversity and inclusion, we consistently expand our definition in response to new learning related to diversity, equity, and inclusion. We have a proven track record of using an equity lens to guide our search process; this equity lens informs our use of best practices regarding diversity and inclusive excellence. For example, the firm is deeply committed to diversity of thoughts, academic specialty areas, work experiences, and lifestyles. Our goal is to focus on every individual and be responsive to his/her/their needs. We routinely provide training to members of the G/A&A team regarding ways to identify and mitigate unconscious bias in our executive recruiting, consulting, and training. Our efforts regarding our commitment to diversity are reflected in our work culture and our best practices.

As part of our commitment to diversity, we can provide training to members of the search committee on issues of unconscious bias in the search, recruitment, and hiring process. We will work with the institution's offices of human resources and/or diversity and inclusive excellence to design this training, or if preferred, we can provide G/A&A-designed training. We are vigilant about reminding search committee members about the commitment to diversity and work to mitigate unconscious bias at each stage in the search process.

We have developed a specialty area in the placement of chief diversity officers and have recently completed searches for:

- Evergreen State College
- Franklin & Marshall College
- Grand Valley State University
- Montana State University
- Montgomery College
- Purdue University
- Rutgers University-New Brunswick
- Susquehanna University
- Texas Tech University
- University of California, Berkeley
- University of California, San Diego
- University of Central Florida
- University of Denver
- University of Georgia
- University of Illinois Urbana-Champaign
- University of Kansas
- University of Maryland, College Park
- University of Michigan, Ann Arbor
- University of Minnesota, Twin Cities
- University of Missouri, Kansas City
- University of Nebraska-Lincoln
- University of New Mexico
- University of Northern Colorado
- University of Virginia
- Virginia Commonwealth University

References (5.1.4)

Three (3) references must be included for these individual(s) detailing their experience in providing this type of service.

Mr. James W. Hazel

Board of Trustees Member

George Mason University

[Jwhazel@aol.com](mailto:jwhazel@aol.com).

703-851-3539

995 Windsor road

Charlottesville, VA 22901

Note: Client for President Search at George Mason University

Dr. Timothy L. Killeen

President

University of Illinois System

364 Henry Admin. Bldg.

506 S. Wright St., MC-346

Urbana, IL 61801

Phone: (217) 333-3070

Email: tkilleen@uillinois.edu

Note: Hiring Authority for Chancellor Search

Ms. Jamie Lewis Keith

Former General Counsel, University of Florida

Partner

EducationCounsel LLC

Nelson Mullins Riley & Scarborough LLP

101 Constitution Avenue, Suite 900

Washington, D.C. 20001

Phone: (202) 689-2917 (D.C. office)

Cell: (352) 672-1664

Email: jamie.keith@educationcounsel.com

Note: Client for University of Florida's presidential search

Mr. Les Muma

Board Member

University of South Florida Board of Trustees

100 Palmetto Road

Belleair, FL 33756

Phone: (727) 483-3188

Email: Lesmuma14@gmail.com

Note: Chair of the search committee for the University of South Florida's presidential search

Schedule/Time Commitment (5.1.5)

Include a schedule of events, including site visits, for the term from contract award date to completion date. Include a proposed sequence of events and timeline necessary to meet the requirements of this RFP. The proposed schedule should be consistent with those adopted in searches recently conducted by the Board.

A typical search for G/A&A is conducted within the time frame parameters established by the client, and yields a successful hire that matches the requirements specified by the search committee, and leaves the search committee, hiring authority, community and new hire satisfied with the search process and its conclusion.

In addition to our explanation of the phases of a G/A&A search provided above in the section on Scope of Services/[Phases Breakdown](#), let us provide two visual presentations of our typical search.

BOARD OF REGENTS, STATE OF IOWA SAMPLE Timeline for a search to commence in the 2020 fall semester	
Timeline	Activity
Early November 2020	Recommendation to the Board of Regents made for a search firm
Following Board Meeting	Assume execution of a contract to begin the search process (Award of contract scheduled for November 13, 2020).
Mid/Late November, 2020	Launch phone call with the Board, search chair, search coordinator, and appropriate constituents to organize the process and gain information. Our goal is to learn about the history, structure, and operations of the university, as well as to gain understanding about the issues and challenges that will be facing the university and this particular hire, both immediately and long-term. At this meeting, G/A&A will also furnish an updated Project Schedule describing the activities and responsibilities of G/A&A and the Search Committee.
Late November 2020	Begin development of search documents with search chair and other relevant institutional offices. Such documents include position description, advertisement, advertisement placement strategy, and resource listing for candidates.
Late November 2020	G/A&A conducts in person or virtual forums or meetings with constituencies deemed desirable by the institution to gather information about candidate expectations. We use the information gathered to finalize the job criteria and position description, advertisement text, and ad plan for sharing with the search committee. Orientation & Start-Up Meeting: G/A&A meets with search committee; search process outlined, and candidate expectations discussed. Participation in a Meeting of the Board of Regents: If possible, coordinate some time, perhaps virtually by the G/A&A team so that G/A&A can meet the Board of Regents and gather information from the board, and provide information on the search process.
Late November 2020	Place advertisements to publicly announce search in the marketplace. Nominations sought and recruiting conversations to begin.
Mid-January 2021	Prospect Review Meeting: G/A&A presents, in person or via video conferencing, the search committee with a list of prospects for consideration.

	The Committee selects candidates for preliminary review and discusses interview strategies (approximately one/two weeks before this meeting, each committee member reviews candidate files before the meeting).
Late January 2021	Round One Interviews: Search committee, with G/A&A facilitation, conducts interviews with leading candidates, and select candidates for referencing; discuss referencing strategies. For cost savings to the Board of Regents, and in consideration of anticipated COVID-19 winter developments, we offer that the round one interviews can be conducted by videoconferencing.
Early February 2021	Reference Feedback Meeting: Referencing information gathered by G/A&A is shared with the search committee in person or by video or phone, at the choice of search committee.
End-February 2021	Round Two/ Candidates are interviewed by the board at locations as desired.
	Board of Regents meeting to make the final selection
March, 2021	Make an offer; negotiate a contract with the assistance of G/A&A, if desired.
March, 2021	Publicly announce the new hire
To be confirmed by the Board	Appointment

Stakeholders Involvement (5.1.6)

Include your approach to involving stakeholders throughout the search processes. Based on your experience, identify the individuals and groups that you believe should be informed of the process, and/or those that should provide input, and explain your rationale for including those groups in this process.

All of our searches are tailored to the requests of our clients. Examples of stakeholder involvement have included in-person and virtual meetings and surveys. The process has changed significantly as a result of Covid-19; previously the typical process involved meeting in person with stakeholders to receive feedback on their thoughts about the necessary skills, attributes, and experiences as well as the required work going forward. Since Covid-19 the process primarily has been by zoom, teams, webcam, phone calls, surveys, etc. In addition, we have developed an option for our clients to use approaches through the use of artificial intelligence technology adapted to the various phases of the searches and can be an option for stakeholder involvement. We provide training to the members of the search committee at each phase of the search process to ensure that members feel knowledgeable about the process, that they are clear about the expectations of their service at each stage, and that their efforts will yield a candidate of choice who will be the best match possible for the institution.

Also, we offer additional services to enhance the decision-making of the search committee that you may choose to include as part of your search package. These additional services include the use of market research supported by artificial intelligence (AI) to engage a broad constituency, leadership and soft skills assessments, graphic design, and/or comprehensive background checking (i.e., to provide additional information on the candidates). We have developed strategic partnerships with experts in all four fields who work collaboratively with us to provide exceptional service.



Fee Structure

How are professional fees and costs calculated for a search and what fee structure options are available?

All searches are tailor-made to the needs of the client. We can assist the client in designing a budget for the entire search. The expense budget will not be exceeded without prior client approval. Beyond the professional fee, expenditures are based on client requests. The total cost of the search will include the fee and indirect expenses plus direct expenses (i.e., expenses with receipts based on work requirements as directed by the client). G/A&A will bill all direct expenses with receipts separately for items such as travel, report reproduction, copying and supplies, research, express mail, and phone/video/telecommunications.

Professional fees

G/A&A is a retained executive search firm, which means we are dedicated to you as a client, to the success of your search, and to search closure. Our commitment to this search is to continue working with you until you have selected a candidate of choice. Further, we welcome the continued working relationship with you. We bill all fees over the first three months of the contract period. 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.

In an effort to minimize business disruption during COVID-19 and assist the Board of Regents, State of Iowa with its business continuity plans, Greenwood/Asher & Associates, Inc. has fully transitioned its services on-line, and we are successfully utilizing virtual means at all stages of the search process when requested by our clients. While practicing social distancing for the near future may be our new normal, we have maintained our daily operations and welcome the opportunity to assist you to further your efforts to do so as well. Conducting virtual meetings and interviews has the potential to result in a considerable cost savings.

Billing

We will bill the professional fees over the first three months of service. 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 desired.

Expenses: Indirect and Direct by the firm**Greenwood/Asher Indirect expenses**

We charge 12% of the professional fee for indirect expenses. These are difficult to track expenses such as research and internal administration for which there are no receipts. These expenses are billed over the first three months of service.

Greenwood/Asher Direct expenses

We bill all direct expenses with receipts separately for items such as consultant travel, lodging, and food, report reproduction, copying and supplies, express mail, Factiva subscription for research, and phone/video/telecommunications. Since March, most of our clients have chosen to use a virtual approach to searches. Although most of our clients are still arranging to see the sole finalist (or the final two) in person before making an offer, overall direct expenses for searches have been substantially reduced.

We also provide additional services that you may choose to include as part of your search package including market research supported by artificial intelligence (AI) to collect information at key stages of the search, leadership and soft skills assessments, graphic design, and/or comprehensive background checking via the Mintz Group (i.e., to provide additional information on the candidates). We have developed strategic partnerships with experts in all four fields who work collaboratively with us to provide exceptional service. In general, the expenses for using these additional services is less than what the expenses are for typical in-person meetings throughout the search. These are supplemental services and are in addition to our regular fees. We are happy to share additional information on these services at your request.

What other search expenses may need to be covered by the client for consideration of budget development?

Some additional expenses are not included in G/A&A fees and indirect expenses. These can be invoiced through G/A&A but are typically expenses directed by the client.

Expenses may be incurred by the client on behalf of candidates**Travel, Lodging (If done in person)**

Most client's budget \$500-\$1,000 per person per trip. The client will have to decide how many candidates it wishes to see (e.g., five versus ten) and should budget accordingly. The travel expenses are actual (with evidence of receipt). Our clients generally have a policy that caps daily hotel and food expenses and requires coach airfare. We can provide this type of detailed response and accounting if you prefer.

As we adjust to the "new normal" for higher education due to the effects of COVID-19, we continue to remain dedicated to supporting the needs of our clients. Our search processes have been customized to fit the specific needs of each of our clients during this time to include our complete transition to virtual services when needed.

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 often are asked to coordinate these services for our

clients. The services may include degree verification, litigation search, driving record search, criminal background checks, and credit reports. In general, the cost for the basic background work (i.e., beyond the reference report that is included in the fee) is typically about \$1,000 per candidate dependent on the depth of research requested by the client. The number of candidates for which this verification is done will vary based on the needs of clients. 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 or conduct additional background work that may be unique to their situation. We recommend and coordinate the services of Mintz Group for in-depth reviews. 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.

Drs. Greenwood and Asher are always available for timely consultation with the client regarding the search, the work of the search firm, and the candidates. In addition, G/A&A can provide technical, administrative, and logistical support for campus visits, final selection, contract negotiations, transition considerations, and follow-up. We can negotiate the details of the contract when requested.

Guarantee

G/A&A agrees to make every possible effort to present you with the best candidates. However, we cannot guarantee the performance of a candidate ultimately selected by you. G/A&A agrees that if a person is hired for the position and within one year of employment is terminated for cause by the client for reasons that should have been identified by G/A&A during the search assignment, we will conduct a replacement search and will apply the original fee towards such search. However, expenses associated with the replacement search will be invoiced to the client.

Value Added Services

Optional services that greatly enhance the selection and support of candidates

At G/A&A we are not only invested in helping our clients hire and retain strong leaders, we want to help entire organizations perform at the highest level. That is why we offer these valuable extensions of our search services. We stand ready to individually tailor your experience to address your specific institutional priorities and timeframes.

Leadership and Strategic Services – Coaching, Consulting, And Training

G/A&A is dedicated to elevating leaders and the organizations they serve. Our core business is executive search and recruiting. Our long-term and continuing commitment to our clients has extended our services to include leadership and strategic consulting. For an overview of these services, see [Appendix I](#).

Leadership Assessments

Scholarly performance can be demonstrated through documented research and teaching accomplishments, but unfortunately, it can be impractical to identify important key leadership characteristics or behaviors during a typical recruiting and interviewing process.

Our leadership assessment tools provide a comprehensive leadership assessment and development report that can be supplied to the hiring authority as part of the referencing process. This report highlights well-developed strengths, satisfactory strengths, and areas that

need development. In conjunction with feedback from references, this data can be used to engage in a deep-dive conversation with the hiring decisionmaker and, potentially, the selected candidate. After the hire, this information can be very useful in supporting a new hire's professional growth and development, as well as establishing baselines for future performance evaluations.

APPENDIX I: Examples of presidential searches facilitated by G/A&A

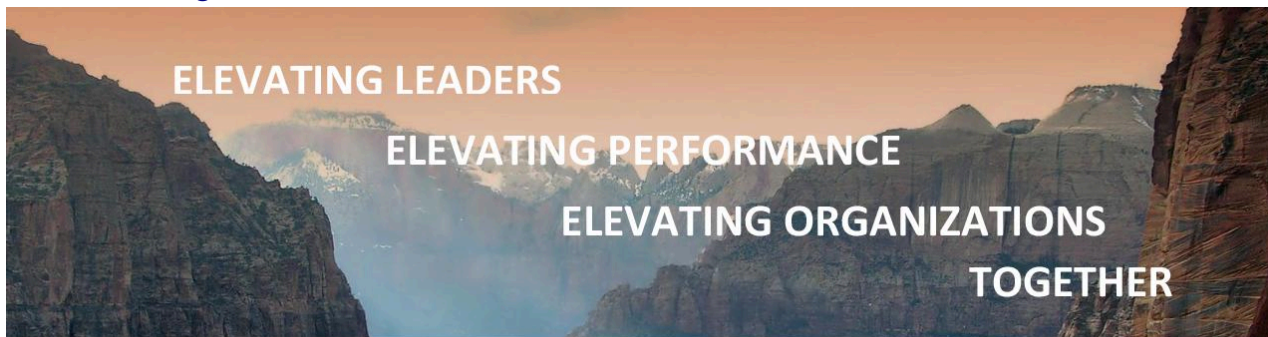
Examples of presidential searches facilitated by G/A&A	
Institution	Description
Albany College of Pharmacy and Health Sciences	President
Albany State University	President
Alcorn State University	President
American College of Education	President
Anne Arundel Community College	President
Appalachian State University	Chancellor
Association of College Unions International	Executive Director and CEO
Augustana University	President
Austin Peay State University	President
Baltimore City Community College	President
Bowie State University	President
Bryan College of Health Sciences	President, College of Health Services
Bucks County Community College	President
Butler University	President
Cedar Valley College	President
Central State University	President
Century College	President
Chattanooga State Community College	President
Cincinnati State Technical and Community	President
Coastal Carolina University	President
College of Coastal Georgia	President
Columbus College of Art & Design	President
Columbus State Community College	President
Coppin State University	President
Crafton Hills College	Interim President
Dallas County Community College District	Chancellor
Delaware County Community College	President
East Tennessee State University	President
East Tennessee State University	President
Eastfield College	President
El Centro College	President
Embry-Riddle Aeronautical University	President
Florida A & M University	President
Florida Atlantic University	President
Florida Board of Governors	Chancellor

Examples of presidential searches facilitated by G/A&A	
Institution	Description
Florida Gulf Coast University	President
Florida International University	President
Forsyth Technical Community College	President
George Mason University	President
Jackson State Community College	President
James Madison University	President
Kendall College	President
Kentucky Council on Postsecondary Education	President
Kutztown University of Pennsylvania	President
Lansing Community College	President
Lehigh Carbon Community College	President
LeMoyne-Owen College	President
Lock Haven University of Pennsylvania	President
Mansfield University of Pennsylvania	President
Martin University	President
Massachusetts College of Art and Design	President
Mercy College of Health Sciences	President
Midwest Collaborative for Library Service	Executive Director
Minneapolis Community and Technical Coll	President
Minnesota State Colleges and Universities	Chancellor
Minnesota State University, Moorhead	President
Mississippi State University	President
Mississippi Valley State University	President
Missouri University of Science & Technol	Chancellor
Montana State University-Billings	Chancellor
Montgomery County Community College	President
Moravian College	President
Motlow State Community College	President
Mountain View College	President
Nashville State Community College	President
Nevada System of Higher Education	Chancellor
New Mexico State University	President
New School of Architecture & Design	President
New York State Education Department, OHE	Commissioner
Norfolk State University	President
North Georgia College & State University	President
North Lake College	President

Examples of presidential searches facilitated by G/A&A	
Institution	Description
Northeast Higher Education District	President
Northeast State Community College	President
Northeastern Illinois University	President
Northland Community & Technical College	President
Ohio Department of Higher Education	Chancellor
Pennsylvania State System of Higher Education	Chancellor
Radford University	President
South Carolina Governor's School of Arts & Humanities (SCGSAH)	President
South Carolina Governor's School of Science and Mathematics (SCGSSM)	President
Slippery Rock University of Pennsylvania	President
Southeastern Louisiana University	President
Southwest Minnesota State University	President
Southwest Tennessee Community College	President
St. Cloud State University	President
Stillman College	President
Suffolk University	President
Tennessee Board of Regents Office	Chancellor
Tennessee State University	President
Tennessee Technological University	President
Texas International Education Consortium	President
Texas Tech Health Sciences at El Paso	President and Dean
The University of Arizona	President
Trinidad State Junior College	President
University of Arkansas at Fort Smith	Chancellor
University of Arkansas at Little Rock	Chancellor
University of Arkansas at Pine Bluff	Chancellor
University of Arkansas, Fayetteville	Chancellor
University of Florida	President
University of Houston-Clear Lake	President
University of Houston-Downtown	President
University of Illinois Urbana-Champaign	Chancellor
University of Kentucky	President
University of Maryland Eastern Shore	President
University of Maryland, College Park	President
University of Massachusetts Central Office	President
University of Massachusetts Dartmouth	Chancellor
University of Memphis	President

Examples of presidential searches facilitated by G/A&A	
Institution	Description
University of Missouri - Kansas City	Chancellor
University of Missouri System	President
University of New Mexico	President
University of Pikeville	President
University of South Florida	President
University of Southern Mississippi	President
University of Texas at Austin	President
University of Texas Pan American	President
University of Texas System	Chancellor
University of Virginia's College at Wise	Chancellor
University of West Florida	President
University of Wyoming	President
Virginia Commonwealth University	President
Virginia State University	President
Walters State Community College	President
Washington State University	President
Weber State University	President
West Chester University of Pennsylvania	President
West Virginia State University	President
West Virginia University	President
Western Washington University	President
William Paterson University	President
Winona State University	President

Appendix II: Leadership and Strategic Services – Coaching, Consulting, and Training



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

ELEVATING LEADERS THROUGH EXECUTIVE SEARCH

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



ELEVATING PERFORMANCE THROUGH LEADERSHIP SERVICES

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

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

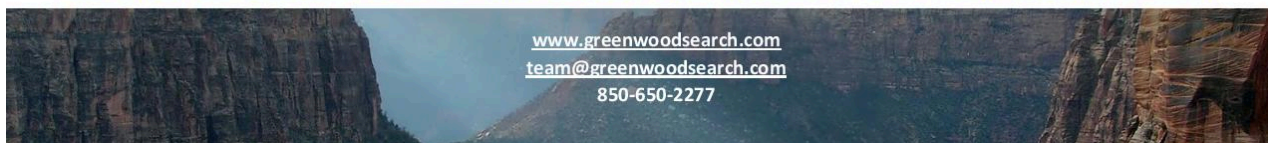
ELEVATING ORGANIZATIONS THROUGH STRATEGIC SERVICES

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



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

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



www.greenwoodsearch.com
team@greenwoodsearch.com
 850-650-2277

CLIENT PORTFOLIO

Executive search clients G/A&A has worked with:

Air University	Centre College	Embry-Riddle Aeronautical University
Albany College of Pharmacy and Health Sciences	Century College	Emory & Henry College
Albany State University	Charles R. Drew University of Medicine and Science	Evergreen State University
Alcorn State University	Chattanooga State Community College	Excelsior College
American Association of University Women	Cheyney University of Pennsylvania	Fashion Institute of Technology
American College of Education	Chicago State University	Ferris State University – Kendall College of Art and Design
American Educational Research Association	Cincinnati State and Technical College	Florida A&M University
American Psychological Association	City University of Hong Kong	Florida Academic Library Services Cooperative
American University	Clarion University	Florida Atlantic University
American University of Ras Al Khaimah	Clarkson University	Florida Department of Education
Anne Arundel Community College	Clemson University	Florida Board of Governors
Appalachian State University	Cleveland State University	Florida Gulf Coast University
Arizona State University	Coastal Carolina University	Florida International University
ASPIRA	College of Coastal Georgia	Florida State University
Association of College Unions International (ACUI)	College of Saint Mary	Fordham University
Augusta University	Collegis Education	Forsyth Technical Community College
Augustana College	Colorado State University	Foundation for a Healthier Kentucky
Austin Peay State University	Colorado State University - Pueblo	Framingham State College
Baltimore City Community College	Columbia University	Franklin College
Baylor University	Columbus College of Art & Design	Franklin Institute Science Museum
Bellarmino College	Columbus State Community College	Franklin & Marshall College
Board of Education for New York City	Columbus State University	George Mason University
Borough of Manhattan Community College	Community College of Baltimore County	George Washington University, The
Bowie State University	Commissioner of Higher Education for Rhode Island	Georgetown University
Boys & Girls Clubs of America	Conference Board, Inc., The	Georgia College and State University
BryanLGH Health System	Coppin State University	Georgia Institute of Technology
Bucks County Community College	Cornell University	Georgia State University
Butler University	Dallas County Community College District	Gonzaga University
Cabrini College	Delaware County Community College	Goucher College
California State University – East Bay	Delaware State University	Grand Valley State University
California State University - Fresno	Delta State University	Grandfather Homes for Children
California State University – Hayward	Drexel University	Hofstra University
California State University – Stanislaus	East Carolina University	Independent Sector
Cedar Valley College	East Tennessee State University	Indiana University
Center for Creative Leadership	Eastern Illinois University	Indiana University of Pennsylvania
Central Michigan University	Eastern Kentucky University	Illinois State University
Central State University	Edinboro University of Pennsylvania	Iowa State University
	El Centro College	Jackson State Community College
		Jackson State University
		James Madison University

CLIENT PORTFOLIO

Executive Search clients G/A&A has worked with:

Lansing Community College Kendall College	Minnesota State Colleges & Universities	Northeast State Community College
Kennesaw State University		Northeastern Illinois University
Kent State University	Minnesota State University Moorhead	Northern Illinois University
Kent State University Columbiana County Campuses	Mississippi College	Northern Kentucky University
Kent State University Stark	Mississippi Institutions of Higher Learning	Northern Virginia Community College
Kent State University Trumbull	Mississippi University for Women	Northland Community and Technical College
Kent State University Tuscarawas	Mississippi Valley State University	Ohio Board of Regents
Kentucky Board of Education	Missouri State University-West Plains	Ohio State University, The
Kentucky Council on Postsecondary Education	Missouri University of Science & Technology	Ohio State University Newark, The
Kentucky Wesleyan College	Monmouth University	Ohio University
Kutztown University	Montana State University	Oklahoma State University
Lamar University	Montana State University-Billings	Orbis Cascade Alliance
Lansing Community College	Montana Tech of University of Montana	Oregon Education Investment Board
Lehigh University	Montana University System	Park University
Lehigh Carbon Community College	Montgomery College	Pennsylvania College of Technology
LeMoyne-Owen College	Moravian College	Pennsylvania State System of Higher Education
Lincoln College	Morgan State University	Pennsylvania State University
Lock Haven University of Pennsylvania	Mountain View College	Purdue University
Louisiana Board of Regents	Montgomery County Community College	Purdue University Calumet
Louisiana State University	Motlow State Community College	Purdue University Northwest
Loyola College in Baltimore	Nashville State Community College	Radford University
LYRASIS	National Industries for the Blind	Ramapo College of New Jersey
Mansfield University of Pennsylvania	National Judicial College	Reader's Digest Association
Marietta College	Nebraska Wesleyan University	Remington College
Martin University	New Mexico State University	Resurrection University
Mayo Clinic	New School of Architecture and Design	Rowan University
Massachusetts College of Art and Design	New York Institute of Technology	Rutgers University-Camden
Medical University of South Carolina	New York University	Rutgers University-New Brunswick
Meharry Medical College	Newbury College	Saint Anselm College
Mercy College of Health Sciences	Norfolk State University	Salisbury University
Metropolitan State University Denver	North Lake College	Sam Houston State University
Michigan State University	North Carolina Agricultural & Technical State University	San Jose State University
Midwest Collaborative for Library Services	North Carolina State University	South Carolina Governor's School for Science and Math
Midwestern Higher Education Compact and the Commission	North Georgia College and State University	South Carolina Governor's School for Arts and Humanities
Minneapolis Community and Technical College	Northeast Higher Education District	South Dakota State University – College of Nursing
	Northeast Ohio Medical University	South University
		Southeastern Louisiana University

Southern Illinois University,
Carbondale

Southwest Tennessee Community
College

South Minnesota State University

CLIENT PORTFOLIO

Executive Search clients G/A&A has worked with:

St. John's University	University of California, San Diego	University of Michigan
St. Louis Science Center	University of Central Florida	University of Michigan - Flint
State of Ohio Department of Education	University of Cincinnati	University of Minnesota
State Universities Retirement System	University of Connecticut	University of Minnesota-Crookston
State University of New York at Buffalo	University of Colorado	University of Minnesota-Duluth
State University of New York at Plattsburgh	University of Colorado at Denver	University of Minnesota-Rochester
Stephen F. Austin State University	University of Delaware	University of Mississippi Medical Center
Suffolk University	University of Denver	University of Missouri System
Susquehanna University	University of Florida	University of Missouri-Kansas City
Sweet Briar College	University of Georgia	University of Missouri-Rolla
Temple University	University of Houston	University of Montana
Tennessee Board of Regents	University of Houston, Clear Lake	University of Mount Union
Tennessee State University	University of Houston, Downtown	University of Nebraska-Omaha
Tennessee Tech University	University of Iowa	University of Nebraska-Lincoln
Texas A&M University-Corpus Christi	University of Iowa Stead Family Children's Hospital	University of Nevada Las Vegas
Texas A&M University-Kingsville	University of Idaho	University of New Hampshire
Texas Tech University	University of Illinois	University of New Mexico, The
Texas Tech University Health Sciences Center at El Paso (TTUHSC)	University of Illinois at Chicago	University of North Carolina-Chapel Hill
Texas Woman's University	University of Illinois Springfield	University of North Carolina-Charlotte
Towson University	University of Illinois, Urbana-Champaign	University of North Carolina-Greensboro
Tulane University	University of Kansas	University of North Dakota
Union Institute, The	University of Kentucky	University of North Texas
University and Community College System of Nevada	University of Louisiana	University of North Texas Health Science Center
University at Albany State University of New York	University of Louisiana-Lafayette	University of Northern Colorado
University of Alabama	University of Louisville	University of Oklahoma
University of Alabama at Birmingham	University of Mary Washington	University of Oregon
University of Alabama at Huntsville	University of Maryland-Baltimore	University of Pikeville
University of Arizona	University of Maryland-Baltimore County	University of San Francisco
University of Arkansas Fayetteville	University of Maryland-Eastern Shore	University of South Dakota
University of Arkansas at Little Rock	University of Maryland-College Park	University of South Florida
University of Arkansas Pine Bluff	University of Maryland Medical Systems Foundation	University of South Florida, Polytechnic
University of Baltimore	University of Massachusetts	University of South Florida, St. Petersburg
University of California, Berkeley	University of Massachusetts Amherst	University of Southern Colorado
University of California, Davis	University of Massachusetts Dartmouth	University of Southern Mississippi
	University of Memphis	University of Tennessee
	University of Miami	

University of Tennessee Chattanooga
University of Tennessee Health
Science Center

University of Tennessee System
University of Texas Arlington

CLIENT PORTFOLIO

Executive Search clients G/A&A has worked with:

University of Texas Austin	University of Wisconsin-Platteville	Webster University
University of Texas Brownsville	University of Wyoming	West Chester University of Pennsylvania
University of Texas El Paso	University System of Georgia	West Virginia University
University of Texas Medical Branch	Upper Iowa University	West Virginia State University
University of Texas Pan American	Valdosta State University	Western Kentucky University
University of Texas Rio Grande Valley	Virginia Commonwealth University	Western Michigan University
University of Texas San Antonio	Virginia State University	Western Washington University
University of Texas System	Virginia Tech	Westfield State College
University of Toledo	Walters State Community College	Wheelock College
University of Virginia	Washburn University	William Paterson University
University of Virginia's College at Wise	Washington State University	Winona State University
University of Washington-Tacoma	Washington State University Spokane	Wright State University
University of West Florida	Washington State University Vancouver	Yeshiva University
University of Wisconsin-Madison	Wayne State University	Yonkers Public Schools
University of Wisconsin-Milwaukee	Weber State University	Youngstown State University

Thank you for the opportunity to submit this proposal. Please feel free to contact us with any questions you may have. We would love to talk about how G/A&A can help your organization.

Elevating Leaders *Through Executive Search*

Elevating Performance *Through Leadership Services*

Elevating Organizations *Through Strategic Services*

The logo for Greenwood/Asher & Associates, Inc. is displayed within a dark blue rectangular box. The text "Greenwood/Asher" is in a large, white, serif font, and "& ASSOCIATES" is in a smaller, white, sans-serif font below it.

Greenwood/Asher & Associates, Inc.

team@greenwoodsearch.com

Tel: 850.650.2277 Fax: 850.650.2272

[Jan Greenwood](#), Partner and President

[Betty Turner Asher](#), Partner and Executive Vice President

[Susanne Griffin](#), Vice President and Managing Director

Learn more about our services at: www.greenwoodsearch.com