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AGB SEARCH

Proposal of Search Services Prepared for:

**State of Iowa Board of Regents
President of Iowa State University**

April 17, 2017



April 17, 2017

Robert Donley
Executive Director/CEO
Board of Regents, State of Iowa
11260 Aurora Avenue
Urbandale, IA 50322

Dear Dr. Donley and the Board of Regents:

Thank you for considering AGB Search as you prepare for the important task of selecting the new president of Iowa State University. In the following proposal, we describe our search process, provide a full price quote, and share background on our proposed consultants, James McCormick and Janice Fitzgerald.

We are excited by the possibility of working again with the Iowa State Board of Regents. Iowa State provides educational opportunities that truly have enriched the citizens of Iowa for more than 150 years. The university's colleges, schools, research programs, athletics, and arts are world-renowned, and all contribute to an excellent base for your new president. With the opportunity to bring new energy to your institution to continue its growth, the presidency of Iowa State University will be attractive to many highly-qualified candidates.

We believe that Jim and Janice are the right consultants for Iowa State University. They successfully completed the presidential search for the University of Northern Iowa, giving them an understanding of the unique circumstances of university presidency in Iowa and the passion to continue supporting your exceptional institutions. With their background running the Pennsylvania State System of Higher Education and the Minnesota State Colleges and Universities system, as well as their extensive search experience, they have the connections and skill to find the next president of Iowa State.

Higher education is a highly collaborative business, and we believe that a presidential search must be as well. Many candidates have excellent experience and appropriate skills, but the most important need is "fit," the alignment with what Iowa State University needs *at this moment in its history*. Discerning that fit must be done by the people who know and care most deeply about the institution, namely the trustees, faculty, staff, students, and alumni of this great institution. AGB Search will engage all points of view at the outset of the search and actively support the search committee during the process to ensure the selection of a president who matches the specific opportunities and challenges facing Iowa State University. And unlike other search firms, and if needed, we will work with the board and president-elect to facilitate the smooth transition in leadership.

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1133 20th Street, Suite 300, Washington, DC 20036

Thank you again for this opportunity. We welcome additional discussion about our search process, experience, presidential transition, or other issues. Please feel free to contact me if you have questions at (202) 776-0856, or rod.mcdavis@agbsearch.com. Jim is also available to discuss the proposal and can be reached at (651) 238-5188, or jhm@agbsearch.com.

Sincerely,

A handwritten signature in black ink that reads "Roderick J. McDavis". The signature is written in a cursive style with a large, stylized initial 'R'.

Roderick J. McDavis, Ph.D.
Managing Principal

5.1.1 Executive Summary

AGB Search is focused exclusively on higher education. We conduct searches for college and university presidents, chancellors, system heads, CEOs of coordinating boards and institutionally related foundations, provosts, vice presidents, and deans. Founded by the Association of Governing Boards of Universities and Colleges (AGB), we have assisted with over 500 full-time executive and interim searches at 325 institutions. Our clientele includes public and independent universities of all sizes, community colleges, state university systems, foundations, and higher education support organizations.

We are a team of 35 consultants, supported by ten research associates and seven office staff, all experienced education administrators with firsthand knowledge of the higher education community, as well as experience in recruiting, vetting, and mentoring prospective leaders. Dr. James McCormick is the lead consultant assigned to your search. He was the chancellor of the Minnesota State Colleges and Universities system and the Pennsylvania State System of Higher Education for over a decade each. Janice Fitzgerald, consultant, has worked with Dr. McCormick as his chief of staff and deputy counsel in Minnesota and as executive deputy in Pennsylvania. Together, Dr. McCormick and Ms. Fitzgerald successfully have placed leaders at system offices, state universities, community colleges, and institutionally related associations. They possess great insight into the opportunities and challenges facing the next president of Iowa State University, and they are well positioned to build the strongest possible pool of talented, diverse candidates. In addition, their extensive experience provides the background and understanding to ask the right questions of candidates, to complete meaningful due diligence, and to advise the board and search committee.

AGB Search follows a comprehensive search process tailored to each institution through careful collaboration with the board and search committee. The needs and timeline of each institution drive our work through four phases:

1. **Pre-search Analysis**, conducted by the consultants on your campus through direct interaction with constituents;
2. **Building the Pool**, through direct engagement of nominations, prospects, and candidates that match Iowa State's criteria;
3. **Evaluation of Candidates**, assisted by our experienced consultants but always guided by your search committee; and
4. **Appointment and Transition**, assuring that your candidate of choice accepts the position and your campus achieves a smooth and effective leadership transition.

With AGB Search, you will get a tailored search process that fits the needs and timeline of the Iowa Board of Regents and the Iowa State University academic calendar. Dr. McCormick and Ms. Fitzgerald will create a strong, talented, diverse pool of candidates capable of leading Iowa State at this time, and then will guide the search committee through creating the semifinalist and finalist pools. AGB Search will conduct due diligence on the chosen candidates throughout the process to ensure the search committee is well informed as they deliberate. Finally, we will assist with the creation of a transition plan to ensure that the new president has the best possible beginning in the position and can be effective immediately.

5.1.2 A Complete Listing of Colleges and Universities for which the Firm has provided search services

Below is a list of all searches AGB Search has conducted since our founding in 2010.

Albion College

President (6/30/2013 - 11/30/2013)

Chief Financial Officer (5/31/2014 - 7/31/2014)

Albizu University

President (5/1/2016 - 1/1/2017)

Alderson Broaddus College

President (3/31/2011 - 5/31/2011)

Allegheny College

Associate Provost for Organizational Diversity and Development (11/30/2013 - 4/30/2014)

Alvernia University

Dean of Arts and Sciences (11/30/2011 - 3/31/2012)

American University of Iraq- Sulaimani

President (12/31/2012 - 5/31/2013)

Provost (12/31/2013 - 5/31/2014)

Andover Newton Theological School

President (6/30/2013 - 11/30/2013)

Angelo State University

President (6/30/2012 - 10/31/2012)

Ashland University

President (9/30/2014 - 4/30/2015)

Association for Institutional Research

Executive Director (9/1/2016 - 2/23/2017)

Auburn University Montgomery

Dean of Business (1/31/2011 - 7/31/2011)

Dean of Admissions and Recruiting (1/31/2011 - 5/30/2011)

Dean of Students (1/31/2011 - 5/30/2011)

Augustana College

Provost and Vice President for Academic Affairs (In progress)

Augsburg College

Provost (1/31/2013 - 5/31/2013)

Vice President for Finance and Administration (2/28/2014 - 5/31/2014)

Austin College

Vice President for Academic Affairs (9/30/2012 - 3/31/2013)

Vice President for Institutional Advancement (10/31/2015 - 3/31/2016)

Austin Peay State University

Provost (10/31/2014 - 2/28/2015)

Baker University

Executive Vice President and Dean (10/31/2011 - 3/31/2012)

President (4/30/2013 - 12/31/2013)

Baldwin Wallace University

President (9/30/2011 - 1/31/2012)

Ball State University Foundation

President/CEO (4/30/2012 - 9/30/2012)

Baptist Theological Seminary of Richmond

President (9/1/2016 - 3/14/2017)

Bellarmino University

Dean of Business (6/30/2014 - 1/31/2015)

Benedictine University

Provost (9/1/2016 - 2/17/2017)

Bethany College

President (1/31/2016 - 5/31/2016)

Blackburn College

President (5/31/2012 - 11/30/2012)

Blackburn College

Chief Financial Officer (8/31/2015 - 12/31/2015)

Provost (4/30/2015 - 5/3/2015)

Boise State University

Dean of Engineering (5/31/2012 - 8/31/2012)

Bridgewater College

President (9/30/2012 - 12/31/2012)

Vice President for Academic Affairs (10/31/2016 - 3/31/2016)
 Dean of Students (10/31/2016 - 3/31/2016)

Buena Vista University

Dean of Business (6/30/2011 - 10/31/2011)
 Vice President for Student Services (6/30/2011 - 10/31/2011)
 Vice President for Student Affairs (11/30/2013 - 5/31/2014)
 Chief Financial Officer (10/31/2015 - 12/31/2016)
 Chief Academic Officer (9/30/2015 - 1/31/2016)
 Dean of Business (2/28/2016 - 5/31/2016)
 President (In progress)

California State University System

Budget Director (2/28/2015 - 5/31/2015)

Capital University

Vice President for Finance and Business (4/30/2014 - 9/30/2014)
 President (8/31/2015 - 2/28/2016)

Cardinal Stritch University

Provost (7/31/2014 - 2/28/2015)
 Vice President for Finance (1/31/2016 - 7/04/2016)

Carlow University

President (1/31/2013 - 6/30/2013)

Carthage College

President (9/30/2011 - 3/31/2012)
 Vice President for Student Services (9/30/2015 - 12/31/2015)
 Vice President for Advancement (9/30/2014 - 1/31/2015)
 Chief Financial Officer (3/30/2016 - 6/30/2016)

Centenary College

President (9/30/2015 - 2/28/2016)

Central College

Vice President for Finance (10/31/2014 - 3/31/2015)

Central Connecticut State University

President (5/1/2016 - 10/21/2016)

Central Methodist University

President (9/30/2012 - 3/31/2013)

Centre College

Vice President, Chief Financial Officer, and Treasurer (8/1/2016 - 11/21/2016)

City University of Chicago
 President (9/1/2016 - 3/17/2017)
 Provost (In progress)

City University of Seattle
 President (3/1/2016 - 8/19/2016)

Clark Atlanta University
 President (9/30/2014 - 4/30/2015)
 Provost (1/31/2016 - 6/30/2016)

Clarion University of Pennsylvania
 Dean of the College of Health and Human Services (In progress)
 Provost (In progress)

Cleveland Chiropractic College
 Provost (11/30/2014 - 6/30/2015)

Coe College
 President (3/31/2012 - 10/31/2012)

Colby-Sawyer College
 President (9/30/2015 - 3/31/2016)

College of Charleston
 President (10/31/2013 - 3/31/2014)

Columbia College
 President (12/31/2011 - 4/30/2012)

Community College of Philadelphia
 President (10/31/2013 - 3/31/2014)

Concordia College
 Provost (10/31/2012 - 4/30/2013)
 Vice President for Enrollment (10/31/2014 - 2/28/2015)
 Dean of Business (3/31/2015 - 7/31/2015)
 Chief Diversity Officer (In progress)

Connecticut Board of Regents
 President (1/31/2013 - 5/31/2013)

Cottey College
 President (3/31/2014 - 12/31/2014)

California State University - Fresno

President (1/31/2013 - 5/31/2013)

Vice President for Advancement (2/28/2014 - 5/31/2014)

Provost (9/30/2013 - 3/31/2014)

Culver-Stockton College

President (1/31/2014 - 5/31/2014)

City University of New York - Kingsborough

President (12/31/2013 - 7/31/2014)

Dartmouth College

Dean and Chaplain at the Tucker Center for Religious and Spiritual Life (8/31/2015 - 4/30/2016)

Delaware County Community College

Provost (10/31/2013 - 2/28/2014)

Dickinson State University

President (5/31/2015 - 10/31/2015)

Drake University

Vice President for Finance (9/30/2011 - 12/31/2011)

President (7/31/2014 - 1/31/2015)

Drew University

President (9/30/2013 - 2/28/2014)

Dean of the Theological School (11/30/2013- 4/1/2014)

Dean of Libraries (8/31/2015 - 12/31/2015)

Duquesne University

President (6/30/2015 - 11/30/2015)

East Texas Baptist University

President (7/31/2014 - 4/30/2015)

Eastern University

Provost (12/31/2013 - 4/30/2014)

Dean of Business (1/31/2015 - 5/31/2015)

Emporia State University

President (6/30/2015 - 10/31/2015)

Fairfield University

Dean of the College of Arts and Sciences (In progress)

Associate Vice President for Continuing and Professional Education (In progress)

Fairleigh Dickinson University
Provost (11/30/2015 - 5/31/2016)

Ferrum College
President (2/28/2016 - 6/30/2016)

Fisher College
President (In progress)

Fisk University
Vice President for Finance (12/31/2014 - 4/30/2015)

Flagler University
President (6/1/2016 - 11/30/2017)

Florida Polytechnic University
Vice President for Advancement (10/31/2013 - 8/31/2014)

Fort Hays State University
President (12/31/2013 - 5/31/2014)

Fresno Pacific University
President (5/1/2016 - 1/19/2017)
Provost/ Senior Vice President (In progress)

Garrett-Evangelical Theological Seminary
President (1/31/2013 - 5/31/2013)

Georgetown College
Vice President for Advancement (7/31/2013 - 9/30/2013)
President (1/31/2013 - 9/30/2013)

Golden Gate University
President (8/31/2014 - 4/30/2015)

Governors State University
Dean of Arts and Sciences (11/30/2011 - 4/30/2011)
Dean, College of Health and Human Services (11/30/2011 - 4/30/2012)
Executive Vice President and Board Treasurer (10/31/2014 - 12/31/2014)
Dean of Education (3/31/2014 - 8/31/2014)

Graceland University
President (9/1/2016 - 2/16/2017)

Grand Rapids Community College
Provost (6/30/2014 - 12/31/2014)

Grand View University
Provost (11/30/2015 - 3/31/2016)

Guilford College
Vice President for Advancement (2/28/2016 - 6/30/2016)

Gustavus Adolphus College
Vice President for Finance and Treasurer (12/31/2015 - 4/30/2016)

Hamline University
Provost (3/31/2012 - 5/31/2012)
Dean of Education (9/30/2011 - 5/31/2012)
Senior Vice President for Business, Finance, and Technology (4/30/2014 - 7/31/2014)

Hanover College
Vice President for Advancement (4/30/2015 - 8/31/2015)

Hartwick College
Vice President for Enrollment Management (7/31/2014 - 3/31/2015)
Vice President for Finance and Administration (12/31/2015 - 6/30/2016)
Vice President for Advancement (7/31/2014 - 3/31/2015)

Hastings College
Vice President for Academic Affairs (3/31/2012 - 5/31/2012)
Athletic Director (3/31/2012 - 5/31/2012)
Vice President for Student Affairs (3/31/2012 - 5/31/2012)

Heidelberg University
Provost (11/30/2014 - 4/30/2015)

Hood College
Vice President for Enrollment (7/31/2013 - 9/30/2013)

Housatonic Community College
President (10/31/2014 - 12/31/2014)

Howard University
Dean of the School of Communications (7/31/2012 - 4/30/2013)

Huston-Tillotson University
President (10/31/2014 - 4/30/2015)

Illinois Board of Higher Education
Executive Director (9/30/2013 - 12/31/2013)

Illinois College
Vice President for Development (9/30/2013 - 1/31/2014)
Provost (9/30/2015 – 3/31/2016)

Indiana Tech
Vice President for Academic Affairs (1/30/2015 - 5/31/2015)

Indiana University - Purdue University, Indianapolis
Provost (2/29/2012 - 5/31/2012)
Dean of the School of Philanthropy (1/31/2014 - 9/30/2014)

Indiana University-Purdue University, Columbus
Vice Chancellor and Dean (10/31/2015 - 4/30/2016)

Iowa Wesleyan University
Vice President for Academic Affairs (11/30/2014 - 3/31/2015)
Vice President for Enrollment (2/28/2016 - 6/30/2016)

Ithaca College
Dean of the School of Health and Human Services (11/30/2011 - 3/31/2012)
Dean of Music (9/30/2012 - 3/31/2013)
Provost (8/31/2014 - 1/31/2015)
Dean of Health and Human Services (9/30/2015 - 1/31/2016)

Jacksonville University
Dean of Business (8/31/2011 - 12/31/2011)
President (7/31/2012 - 11/30/2012)

Kansas Wesleyan University
President (10/31/2012 - 1/31/2013)

Kent State University
Dean of Arts and Sciences (10/31/2014 - 1/31/2015)
Dean of the Geauga Campus (10/31/2015 - 1/31/2016)

Kenyon College
Vice President for Student Affairs (5/31/2014 - 1/31/2015)

La Salle University
President (9/30/2013 - 3/31/2014)

Lake Erie College

President (8/31/2015 - 2/28/2016)

Lake Land College

President (9/30/2012 - 2/28/2013)

Lake Region State College

President (11/30/2012 - 4/30/2013)

Lebanon Valley College

President (9/30/2011 - 6/30/2012)

Liberty University

Associate General Counsel (11/30/2016 - 4/30/2016)

Lincoln Christian University

President (6/30/2014 - 12/31/2014)

Linfield College

Vice President of Academic Affairs (9/30/2010 - 2/28/2011)

Dean of Nursing (10/31/2012 - 4/30/2013)

Longwood University

President (11/30/2012 - 4/30/2012)

Lorain County Community College

President (9/30/2015 - 4/30/2016)

Loras College

Chief Financial Officer (12/31/2011 - 3/31/2012)

Vice President for Finance and Administration (7/31/2014 - 1/31/2015)

Louisiana Board of Regents

Commissioner for Higher Education (5/31/2014 - 12/31/2014)

Louisiana State University - Alexandria Foundation

President (9/30/2013 - 1/31/2014)

Louisiana State University - Shreveport Foundation

President (9/30/2013 - 3/31/2014)

Lourdes University

President (10/31/2012 - 2/28/2013)

Luther College

President (4/30/2012 - 1/31/2013)

Lycoming College

President (5/31/2012 - 11/30/2012)

Vice President for Enrollment (10/31/2013 - 3/31/2014)

Chief Information Officer (9/30/2014 - 12/31/2014)

Lynn University

Dean of Education (1/31/2011 - 6/30/2011)

Marian University

President (9/30/2013 - 2/28/2014)

Marietta College

President (7/31/2011 - 12/31/2011)

Provost (7/31/2011 - 12/31/2011)

Marshall University

President (3/31/2015 - 10/31/2015)

Dean of Business (9/1/2016 – 3/1/2017)

Marygrove College

Vice President for Academic Affairs (1/31/2013 - 12/31/2013)

Maryland University of Integrative Health

President and CEO (9/1/2016 - 3/9/2017)

Marymount California University

President (10/30/2015 - 3/31/2016)

Mercyhurst University

Chief Operating Officer (8/31/2011 - 2/29/2012)

Dean of Business (8/31/2011 - 5/31/2013)

Metropolitan State University of Denver

President (8/1/2016 - 2/15/2017)

Millikin University

Provost (8/31/2013 - 4/30/2014)

Millsaps College

Vice President for Finance (8/31/2015 - 11/30/2015)

Minneapolis College of Art and Design

Vice President for Finance and Administration/Treasurer (In progress)

Misericordia University

President (5/31/2012 - 12/31/2012)

Vice President for Academic Affairs (9/30/2014 - 3/31/2015)

Vice President for Academic Affairs (In progress)

Monmouth College

Vice President for Finance (10/31/2013 - 1/31/2014)

President (7/31/2012 - 3/31/2013)

Montana State University

Dean of Arts and Sciences and Architecture (1/31/2016 - 5/31/2016)

Dean of Nursing (In progress)

Montana University System

Deputy Commissioner for Finance and Administration (11/2015 - 3/1/2016)

Mount Carmel College of Nursing

President and Dean (7/31/2013 - 1/31/2014)

Mount Mercy University

President (8/31/2013 - 12/31/2013)

Mount Saint Joseph University

President (9/30/2015 - 2/28/2016)

Mount St. Mary's University

Vice President for Business and Finance (8/31/2012 - 10/31/2012)

Muskingum University

President (8/31/2015 -- 3/1/2016)

National University

Dean of Professional Studies (6/30/2011 - 8/30/2011)

Dean of the College of Letters and Sciences (7/31/2012 - 11/30/2012)

Dean of Engineering, Technology, and Media (6/30/2011 - 1/30/2012)

Dean of the College of Health and Human Services (1/31/2012 - 5/31/2013)

President (12/31/2012 - 5/31/2013)

Dean of Business (2/28/2014 - 5/31/2014)

President (8/31/2015 - 1/31/2016)

Dean of Business and Management (9/1/2016 - 1/1/2017)

Nazareth College

Vice President for Finance and Administration (11/30/2013 - 12/31/2013)

Dean of Health and Human Services (10/31/2014 - 2/28/2015)

Dean of Arts and Sciences (10/31/2014 - 2/28/2015)
 Dean of Education (6/30/2015 - 11/30/2015)
 Provost (5/1/2016 - 11/2/2016)

Nebraska Wesleyan University
 Vice President for Finance (11/30/2014 - 3/31/2015)
 Provost (In progress)

Nevada System of Higher Education
 Chancellor (In progress)

New Jersey City University
 President (1/31/2012 - 7/31/2012)

New Mexico State University
 President (2/28/2013 - 5/31/2013)

North Dakota State University
 Vice President for Information Technology (9/30/2011- 4/30/2012)
 Vice President for Research (12/31/2012 - 6/30/2013)
 Provost (12/31/2013 - 5/31/2014)

North Dakota University System
 Chancellor (10/31/2011 - 3/31/2012)
 Chancellor (1/31/2015 - 5/31/2015)

Northwestern College
 Vice President for Academic Affairs (11/30/2015)
 Associate Vice President for Equity (In progress)

Northwestern Connecticut Community College
 President (5/31/2015 - 10/31/2015)

Oakland University
 Vice President for Development (9/30/2015- 3/31/2016)
 Dean of Nursing (10/31/2015 - 5/31/2016)
 Dean of Health Sciences (10/1/2015 – 7/13/2016)

Oglethorpe University
 Provost (9/30/2013 - 3/31/2014)

Ohio Northern University
 Chief Financial Officer (11/30/2011 - 2/29/2012)
 Dean of the College of Law (11/30/2012 - 4/30/2013)
 Vice President for Advancement (12/31/2014 - 5/31/2015)

Dean of Business (12/31/2015 - 4/30/2016)
 Provost (10/1/2015 - 10/17/2016)
 Dean of the College of Arts and Sciences (In progress)

Ohio Wesleyan University
 Chief Financial Officer (9/30/2012 - 2/28/2012)
 Provost (9/30/2012 - 2/28/2013)
 Vice President for Finance (6/1/2016 - 10/13/2016)

Old Dominion University
 Dean of Education (8/31/2013 - 12/31/2013)

Our Lady of the Lake University
 President (4/30/2014 - 11/30/2014)

Pacific Lutheran College
 President (9/30/2011 - 3/30/2011)

Pacific School of Religion
 President (9/30/2013 - 8/31/2014)

Palmer College of Chiropractic
 Vice Chancellor for Advancement (4/1/2016 - 11/21/2016)

Palo Alto University
 Vice President for Development (7/31/2011 - 10/31/2011)

Pittsburgh Theological Seminary
 Vice President for Finance and Administration (5/1/2016 - 9/30/2016)

Point Park University
 General Counsel (5/31/2013 - 1/31/2014)
 Provost (7/31/2015 - 1/31/2016)

Presentation College
 President (5/31/2011 - 10/31/2011)

Raritan Valley Community College
 President (7/31/2013 - 3/31/2014)

Regis University
 Dean of Business (12/31/2014 - 4/30/2015)

Reinhardt University
 President (9/30/2014 - 2/28/2015)

Rocky Mountain College
President (12/31/2012 - 4/30/2013)

Sacred Heart University
Director of Nursing Programs (3/31/2013 - 2/28/2014)

Saginaw Valley State University
President (9/30/2013 - 2/28/2014)

Saint Joseph's College
Chief Financial Officer (10/1/2016 - 1/31/2017)

Saint Louis University
Dean of Business (3/31/2014 - 9/30/2014)
President (10/31/2013 - 3/31/2014)
Dean for Public Health and Social Justice (3/31/2015 - 6/30/2015)
Vice President for Human Resources (9/30/2014 - 2/28/2015)
Provost (9/30/2014 - 3/31/2015)
Dean of Arts and Sciences (8/31/2014 - 1/31/2015)

Saint Mary's University of Minnesota
Dean of Sciences and Health Professions (5/31/2015 - 10/31/2015)

Saint Michael's College
Vice President for Student Affairs (1/31/2012 - 5/31/2012)
Vice President for Enrollment (1/31/2013 - 8/31/2013)
Vice President for Institutional Advancement and Alumni Relations (9/30/2015 - 6/30/2016)

San Francisco State University
President (2/29/2012 - 5/31/2012)

Seton Hall University
Vice President for Advancement (9/30/2011 - 1/30/2012)
Chief Financial Officer (3/31/2012 - 5/31/2012)
Dean of the School of Diplomacy (2/28/2013 - 6/30/2013)
Dean of Law (9/30/2014 - 5/31/2015)
Dean of Nursing (8/31/2014 - 2/28/2015)
Dean of Arts and Sciences (10/31/2015 - 4/30/2016)
Dean of Communications (10/31/2015 - 3/31/2016)
Dean of Education (2/28/2016 - 5/31/2016)
Provost and Executive Vice President (In progress)

Shepherd University
Vice President for Academic Affairs (6/30/2012 - 12/31/2012)
Vice President for Enrollment (1/31/2014 - 4/30/2014)

Sierra Nevada College
President (3/31/2015 - 8/31/2015)

Simpson College
President (5/31/2012 - 1/31/2013)
Chief Academic Officer (8/1/2016 - 1/1/2017)
Chief Financial Officer (8/1/2016 - 1/1/2017)

South Dakota School of Mines and Technology
Vice President for Communications (6/30/2011 - 7/31/2011)

South Texas College of Law
Senior Vice President for Institutional Advancement (12/31/2013 - 5/31/2014)

Southern Connecticut State University
Chief Information Officer (10/31/2012 - 5/31/2013)
Dean of Education (11/30/2012 - 12/31/2013)
Vice President for Institutional Advancement (10/31/2012 - 7/31/2013)
Dean of Arts & Sciences (2/28/2013 - 5/31/2013)
Vice President for Finance (7/31/2014 - 12/31/2014)
Assistant Vice President for Enrollment Management (2/28/2015 - 5/31/2015)
Dean of Health and Human Services (8/31/2015 - 12/31/2015)
Provost (7/31/2013 - 1/30/2014)
Vice President for Student Affairs (12/31/2012 - 4/30/2013)
President (3/30/2016 - 7/2016)
Provost and Vice President for Academic Affairs (10/1/2016 - 3/3/2017)

Southwestern College
President (10/31/2012 - 2/28/2013)
President (1/30/2015 - 5/31/2015)
Vice President for University Relations (5/31/2014 - 2/28/2015)

St. Catherine University
President (10/31/2015 - 5/31/2015)

St. Joseph's College of New York
President (10/1/2016 - 3/7/2017)

St. Louis College of Pharmacy
Assistant Vice President for Institutional Effectiveness (10/31/2013 - 3/31/2014)

Stetson University
Dean of Business (5/31/2015 - 10/31/2015)

Stockton University
Vice President for Finance and Administration (10/31/2011 - 5/31/2012)

Provost (10/31/2015 - 3/31/2016)

Suffolk University

Dean of Arts and Sciences (10/31/2014 - 4/30/2015)

Sul Ross State University

President (2/28/2014 - 7/31/2014)

State Higher Education Executive Officers

President and CEO (4/1/2013 - 7/1/2013)

President and CEO (In progress)

State University of New York - Adirondack

President (9/30/2012 - 3/31/2013)

State University of New York - Brockport

Dean of Health and Human Performance (11/30/2014 - 3/31/2015)

State University of New York - Geneseo

Vice President for College Advancement (3/31/2012 - 8/31/2012)

Vice President for Advancement (2/28/2016- 5/31/2016)

Texas A&M International University

Dean of the College of Nursing and Health Sciences (9/30/2012 - 4/30/2013)

Texas A&M University – Kingsville

Dean of Business (10/31/2012 - 5/31/2013)

Provost (3/31/2015 - 7/31/2015)

Dean of Arts and Sciences (1/31/2016 - 5/31/2016)

Chief Financial Officer (2/28/2016 - 5/31/2016)

Dean of Engineering (4/1/2016 - 7/13/2016)

Dean of the College of Agriculture (In progress)

Texas A&M University - San Antonio

President (10/31/2014 - 12/31/2014)

Provost (3/31/2016 - 6/30/2016)

Texas Lutheran University

Vice President for Academic Affairs (11/30/2011 - 4/30/2012)

Texas State University

Vice President for Finance and Support Services (4/30/2015 - 7/31/2015)

Texas Tech University

President (9/30/2012 - 3/31/2013)

Texas Wesleyan University

Vice President for Finance (9/30/2015 - 11/30/2015)

Vice President for Advancement (8/31/2014 - 10/31/2014)

The Catholic University of America

Vice President for Finance (8/31/2015 - 1/31/2016)

The College of New Jersey

Provost (7/31/2012 - 11/30/2012)

Dean of the College of Humanities and Social Sciences (5/31/2015 - 12/31/2015)

The College of Wooster

President (6/30/2015 - 11/30/2015)

The University of Alabama at Birmingham

Dean of the Honors College (3/31/2014 - 6/30/2014)

The University of Findlay

Vice President for Academic Affairs (2/28/2013 - 5/31/2013)

Dean of Business (8/31/2015 - 12/31/2015)

Thomas Edison State College

Vice President for Administration and Finance (2/29/2012 - 5/31/2012)

Transylvania University

President (10/31/2013 - 2/28/2014)

Trinity University

Associate Vice President for Finance (11/1/2016 - 2/27/2017)

Tuskegee University

President (2/28/2014 - 5/31/2014)

Union College

President (11/30/2011 - 4/30/2012)

Vice President for Academic Affairs (1/31/2013 - 9/30/2013)

United States Naval Academy Foundation

Major Gifts Officer (5/31/2011 - 8/30/2011)

Director, Foundation and Corporation Relations (5/31/2011 - 8/30/2011)

Major Gifts Officer (5/31/2011 - 4/30/2012)

Major Gifts Officer (5/31/2011 - 1/31/2012)

Special Gifts Officer (5/31/2011 - 4/30/2013)

Director of Planned Giving (5/31/2011 - 1/31/2012)

Executive Vice President for Alumni Engagement (5/30/2014 - 12/31/2014)

University of Central Missouri
Provost and Chief Learning Officer (11/30/2011 - 4/30/2012)

University of Dallas
Provost (In progress)

University of Detroit Mercy
Provost (11/30/2011 - 6/30/2012)
Dean of Engineering (11/30/2011 - 7/31/2012)

University of Evansville
Vice President for Enrollment Management (8/31/2012 - 11/30/2012)

University of Idaho
President (5/31/2013 - 11/30/2013)

University of Jamestown
Vice President for Academic Affairs and Dean of the Undergraduate College
(1/31/2014 - 7/31/2014)

University of Louisiana at Lafayette
Vice President for University Advancement (6/30/2014 - 12/31/2014)
Dean of Education (11/30/2014 - 12/31/2015)

University of Maine Foundation
President/CEO (3/31/2012 - 5/31/2012)

University of Minnesota – Crookston
Chancellor (11/1/2016 - 4/4/2017)

University of Mount Union
President (5/31/2014 - 12/31/2014)

University of New England
Vice President for Advancement (5/31/2012 - 7/31/2012)

University of North Carolina - Asheville
Chief Development Officer (9/30/2011 - 1/31/2012)

University of North Dakota
President (10/31/2015 - 5/31/2016)

University of Northern Iowa
President (8/1/2016 - 12/7/2017)

University of Puget Sound
President (9/30/2015 - 2/28/2016)

University of Rio Grande/Rio Grande Community College
Vice President of Finance (4/30/2012- 6/30/2012)
President (9/30/2014 - 10/31/2014)

University of San Diego
President (8/31/2014 - 2/28/2015)

University of Scranton
President (12/30/2010 - 12/30/2010)

University of the District of Columbia
President (12/31/2014 - 5/31/2015)

University of the Ozarks
President (2/28/2012 - 10/31/2012)

University of Southern Alabama
Chair and Program Director, Physician Assistant Studies (In progress)

University of the Southwest
President (8/31/2014 - 12/31/2014)

University of Utah
Senior Vice President for Academic Affairs (5/31/2012 - 4/30/2013)

University of West Florida
Vice President for Business, Finance, and Facilities (12/31/2014 - 6/30/2015)

University of Wisconsin - Stout
Chancellor (2/28/2014 - 5/31/2014)
Provost (10/31/2014 - 5/31/2015)

University of Wisconsin Colleges
Online and Distance Education Dean (7/31/2013 - 10/31/2013)
Dean for Online and Distance Education (2/28/2015 - 6/30/2015)
Provost and Vice Chancellor for Academic Affairs (In progress)

University of Wisconsin Colleges – Sheboygan
CEO/Dean (4/30/2012 - 10/31/2012)

University of Wisconsin Colleges - Barron County
CEO/Dean (5/31/2013 - 10/31/2013)

University of Wisconsin - Platteville

Dean of Business, Industry, Life Science, and Agriculture (8/31/2011 - 3/31/2012)

University of Wisconsin – Oshkosh

Vice Chancellor for Administrative Services (In progress)

Vice Chancellor for Student Affairs (In progress)

University of Wisconsin System

Vice President for Administration and Fiscal Affairs (11/30/2012 - 3/31/2013)

Vice President for Academic Affairs (2/28/2015 - 1/31/2016)

University of Wyoming

Dean of Business (11/30/2013 - 1/31/2014)

Dean of Engineering (11/30/2013 - 1/31/2014)

Upper Iowa University

President (3/31/2013 - 5/31/2013)

Ursinus College

Vice President for Academic Affairs and Dean (12/31/2011 - 4/30/2012)

Chief Financial Officer (4/30/2013 - 8/31/2013)

Valley City State University

President (5/31/2014 - 11/30/2014)

Vanderbilt University

Dean of the Divinity School (7/31/2012 - 1/31/2013)

Wabash College

President (9/30/2012 - 1/31/2013)

Walla Walla Community College

President (3/31/2016 - 6/30/2016)

Warren Wilson College

Vice President for Finance and Administration (3/31/2014 - 6/30/2014)

Wayland Baptist University

President (10/31/2015 - 5/31/2016)

Webster University

Vice President and Chief Financial Officer (7/1/2016 - 8/19/2016)

Dean of the School of Business and Technology (6/1/2016 - 2/1/2017)

Wells College

President (9/30/2014 - 2/28/2015)

West Virginia Higher Education Policy Commission

Chancellor (3/31/2012 - 5/31/2012)

Western Connecticut State University

Dean of Business (7/31/2013 - 4/30/2014)

President (1/31/2015 - 5/31/2015)

Westminster College

Vice President for Academic Affairs (9/30/2012 - 5/31/2013)

Vice President for Institutional Advancement (1/31/2015 - 5/31/2015)

West Texas A&M University

President (4/1/2016 - 8/8/2016)

Wheelock College

President (9/30/2016 - 3/31/2016)

Widener University

President (5/31/2015 - 11/30/2015)

Wilkes University

Provost (10/31/2012 - 3/31/2013)

Vice President for Enrollment Management (In progress)

William Jewell College

President (8/31/2015 - 2/28/2016)

William Paterson University

Dean of Business (10/31/2012 - 4/30/2013)

Provost (10/31/2012 - 4/30/2013)

Wilmington College

President (9/30/2011 - 1/31/2012)

Wittenberg University

Vice President for Business and Finance (8/31/2013 - 10/31/2013)

Wofford College

President (12/31/2012 - 5/31/2013)

Vice President for Advancement (11/30/2013 - 4/30/2014)

Provost (10/31/2015 - 3/31/2016)

York College of Pennsylvania

Chief Information Officer (10/31/2016 - 3/31/2016)

Dean of Business (10/31/2016 - 4/30/2016)

Provost (12/31/2016 - 5/31/2016)

Youngstown State University

President (2/28/2013 - 5/31/2013)

5.1.3 The Name of a Single Point Managerial Contact for the Board to Coordinate All Requirements and To Be the Point of Contact for Any Problems/Questions that May Arise.

James McCormick and Janice Fitzgerald, distinguished higher education leaders with significant search experience, will conduct your search. They will work directly with the search chair and the search committee, leading meetings, interfacing with candidates, and guiding the committee through the steps of the search.



James H. McCormick is chancellor emeritus of the Minnesota State Colleges and Universities, a system of 24 community and technical colleges and seven regional universities. He began his term of office in July 2001 and concluded service to the system in 2011. Before undertaking Minnesota leadership, Dr. McCormick was the founding chancellor of the Pennsylvania State System of Higher Education, created July 1, 1983, and also holds the title chancellor emeritus there. He understands the demands of presidential leadership having served as the president of Bloomsburg University of Pennsylvania from 1973 to 1983.

Dr. McCormick knows the Midwest well and is a past chair of the Midwestern Higher Education Compact. He served as a rotating chair of the higher education advisory council for the Minnesota Office of Higher Education and was the founder and first chair of the Minnesota P-20 Education Roundtable/Partnership. McCormick has held leadership roles with numerous organizations, including the American Association of State Colleges and Universities and the National Association of System Heads, serving as national chair for the latter. Dr. McCormick also was elected national chair of the State Higher Education Executive Officers, served on the SHEEO Executive Committee, and chaired its federal relations committee. He served on the government and public affairs commission for the American Council on Education and was an active participant in the National Council of State Directors of Community Colleges, an affiliate of the American Association of Community Colleges.

Dr. McCormick is the recipient of several honors and recognition for his work, among them a citation for "model" leadership style in the publication *Shared Visions of Public Higher Education Governance*. During Minnesota leadership, the honor of an Ojibwe name was given Dr. McCormick by the Fond du Lac Reservation and Fond du Lac Tribal and Community College in Cloquet, Minnesota. The Association of Pennsylvania State College and University Faculties' prestigious Distinguished Friend of Higher Education Award was presented to McCormick; other noteworthy awards given him came from the Minnesota Association of School Administrators with the Distinguished Service Award; the Minnesota Minority Education Partnership's Ron McKinley All My Relations Award; and in 2011, he received Minnesota's American Indian Conference Award.

Dr. McCormick is a frequent speaker, particularly on issues addressing characteristics of leadership, governance, workforce development, higher education opportunity for the underserved and underrepresented, and the public higher education access mission.

Dr. McCormick is a graduate of Indiana University of Pennsylvania. He earned Master's and doctoral degrees from the University of Pittsburgh. He also has completed post-doctoral study at Columbia University, the University of Michigan, and the John F. Kennedy School of Government, Harvard University.



Janice S. Fitzgerald has been a consultant with AGB Search since 2011. She served as chief of staff and deputy chancellor for the Minnesota State Colleges and Universities system from 2001 to 2011. As a part of the senior policy team for the college and university system during that time, she worked closely with national higher education associations, the system's governing board, the chancellor, and college/university presidents on matters of policy, procedure, and practice systemwide.

Prior to joining the Minnesota State Colleges and Universities, Ms. Fitzgerald was the founding public relations and communications director for the State System of Higher Education in Pennsylvania. She left that office as the executive deputy for the system. Ms. Fitzgerald was director of public relations and publications at Cheyney University of Pennsylvania and an assistant professor of English there. She also worked and taught as a graduate assistant at Villanova University and Carnegie Mellon University. Recognized for organizational and crisis management skills, she has made presentations before numerous seminars, workshops, and conferences.

Ms. Fitzgerald has received academic and community honors and is a National Association for Equal Opportunity Alumnus of the Year awardee. In addition, the Education Writers Association has selected her for the EWA and Johnson Foundation Wingspread Seminars in Racine, Wisconsin. As a founding member of the College and University Public Relations Association of Pennsylvania, Ms. Fitzgerald served as secretary and vice president of the group and helped establish the CUPRAP Minorities in Communications Scholarship. She has held membership in the Modern Language Association, Public Relations Society of America, the National Association of Women in Education, the Kate Chopin International Society, Barbara Pym Society, and was a member of the state planning committee for the Pennsylvania American Council on Education-National Identification Program for Women. She also works with the Association of Institutions of Jewish Studies.

Ms. Fitzgerald graduated magna cum laude with a bachelor of arts in English from Cheyney University of Pennsylvania, received the Master of Education from Cheyney University, and the Master of Arts from Villanova University. Doctoral course work in rhetoric and composition was undertaken at Carnegie Mellon University, and she completed the Program for Senior Executives in State and Local Government at the John F. Kennedy School of Government, Harvard University.

Assisting Dr. McCormick and Ms. Fitzgerald at every stage of the search is a dedicated team of professionals:

- **A full-time research associate** who works to develop a diverse and abundant field of candidates. The research associate is responsible for vital candidate research, ensures that

advertisements are posted in targeted publications, and maintains secure access for your search committee to all candidate information.

- **AGB Search consultants** work collaboratively. Candidates for this search will come from other AGB Search consultants and their networks of contacts, which includes numerous campus leaders, higher education associations, and other organizations. Your search will benefit from the connections and experience of the entire team.
- AGB Search's **managing principal**, Dr. Roderick J. McDavis, oversees all searches conducted by the firm. Dr. McDavis, the highly respected former president of Ohio University, has decades of experience recruiting and mentoring leadership teams, as well as a large network of contacts. He ensures all searches are completed on time, uses his network to recommend potential candidates, and troubleshoots any potential issues that may arise. He is always available to the search committee should questions or concerns arise during the search process.
- AGB Search's **office staff**, overseen by Dr. Jeffrey Johnson, Senior Consultant for Programs and Operations. This highly qualified team will provide services, including contract negotiations, accounting, and website support. They assist the consultants with ensuring that the search goes smoothly, that all materials are available, and all questions are answered.

5.1.4 Three (3) References Must be Included for These Individuals

The following individuals can provide specific information about Dr. McCormick and Ms. Fitzgerald's recent search work. You also are invited to contact any of AGB Search's former clients (furnished upon request).

University of North Dakota

Presidential Search (2016)

Terry Meyer, Administrative Support Manager

(701) 328-2963, terry.meyer@ndus.edu

University of Idaho

Presidential Search (2013)

Mike Rush, CEO, South Dakota Board of Regents

Former Executive Director, Idaho State Board of Education

(605) 773-3455

Emporia State University

Presidential Search (2015)

Blake Flanders, President and CEO

Kansas Board of Regents

(785) 296-1194, blflanders@ksbor.org

5.1.5 Schedule/Time Commitment

We present below a typical timeline for a presidential search starting in May or June. Dr. McCormick and Ms. Fitzgerald will collaborate with the search committee to revise this timeline to meet the Iowa Board of Regents' anticipated schedule and the Iowa State University academic calendar.

Phase	Activities	Participants
May – June: Organize Search and Research Needs <i>Undergraduate Commencement: May 6</i>	Search committee meets with consultants to determine timeline, outreach strategy, and leadership priorities and characteristics. AGB Search team prepares advertising, recruitment plan, and position profile for committee approval.	Board of Regents Search Committee AGB Search team
June – August: Recruit Candidate Pool <i>Summer Sessions End: August 4 Fall Term Begins: August 21</i>	AGB Search initiates wide-ranging advertising and outreach strategy. Consultants narrow focus on vetting most promising candidates.	AGB Search team
September: Candidate Review <i>University Holiday: September 4</i>	Committee members review candidate files, and select top candidates for initial reference-checking. Search committee and consultants meet to discuss referencing results and select semifinalists. AGB Search completes due diligence.	Search Committee AGB Search team
October: Candidate Interviews	Search committee hosts neutral-site (semifinalist) interviews. Search committee selects finalists, and AGB Search completes background checks. Campus hosts finalist interviews; Search committee finalizes candidate recommendation to the board of directors.	Search Committee AGB Search team
November: Appointment <i>Thanksgiving Holiday: November 20-24</i>	Consultants support negotiations with final candidate, communication of appointment, and transition planning.	Board of Regents AGB Search team

Suggested Process

Every AGB Search search is unique. The needs and timeline of the Iowa State Board of Regents and Iowa State University will drive our work as we advise the search chair and support your search committee by:

- Assisting in gathering constituent input for the search in keeping with the system and institution's desires; reaching agreement on search goals, schedules, leadership priorities, and attributes;
- Preparing a position advertisement and university profile to inform candidates and potential candidates about Iowa State University and the opportunities and challenges of this position;
- Partnering with the search chair to organize and facilitate search committee meetings;
- Assuming primary responsibility for recruiting and cultivating candidates;
- Assisting the search committee to develop and engage in effective candidate screening procedures;
- Providing due diligence in stages on candidates identified on a short list, as semifinalists, and as finalists;
- Counseling on best practice in off-site and final candidate interview schedules and procedures; and
- Providing drafts of correspondence and communication to the Iowa State University community, the search committee, and candidates.

A full-service firm, AGB Search handles all the search materials, including communications soliciting nominations and interest, acknowledgment of applications, correspondence with applicants, and letters of non-advancement. We set up a confidential, secure website through which search committee members have continuous access to all candidate materials.

Organize the Search and Research Leadership Needs

Our first responsibility is to understand Iowa State University deeply. Dr. McCormick and Ms. Fitzgerald, building upon their and other consultants' knowledge of Iowa State University over their many years in higher education leadership, will visit campus to interact with the search chair and search committee, and meet with campus administrators, faculty, students, alumni, and community members, as appropriate. This inclusive process reveals the attractions and challenges of the position, as well as the characteristics and experience the successful candidate must possess. It also gives appropriate constituents a chance to weigh in on the future priorities of leadership, the first step to establishing a sense of buy-in to the search process.

We use this research to create a search profile and advertisement that will attract candidates that possess the skills, foresight, and entrepreneurial spirit that Iowa State University needs. Subject to the committee's review and approval, the search profile introduces potential candidates to your unique history and mission and presents a compelling case for them to explore the opportunity that the presidency offers.

Recruit a Talented Pool of Candidates

Directed by the experience, skills, and professional characteristics identified in the search profile, we recruit a fresh pool of candidates tailored specifically to your leadership needs at this time. The candidate pool we build will draw current and up-and-coming leaders, identified through:

- The extensive networks of our consulting team. We recruit candidates who are not necessarily looking to change positions but could be attracted to the opportunity. Candidates for this search will come from other AGB Search consultants and their networks of contacts, which include numerous campus leaders, higher education associations, and other organizations. Your search will benefit from the connections and experience of the entire team.
- Outreach to higher education leaders and beyond to ask for nominations of qualified individuals. At the committee's direction, we also can seek candidates whose primary experience may be in business, other not-for-profit organizations, or public service, whose skills match those in the profile, and who have an affinity for the unique qualities of your institution. This may include alumni who want to return to their alma mater.
- Outreach to underrepresented groups. We will seek nominations from individuals at organizations that champion the advancement of current and future leaders from underrepresented groups, such as the Alliance for Equity in Higher Education, American Indian Higher Education Consortium (AIHEC), Hispanic Association of Colleges and Universities (HACU), American Association of Blacks in Higher Education, American Association of University Women, and the National Association of Diversity Officers in Higher Education.
- Advertising in the leading higher education trade publications and websites establishes the College's intent to recruit a diverse pool of candidates. These may include *The Chronicle of Higher Education*, *InsideHigherEd.com*, *Women in Higher Education*, *DiverseJobs.com*, and *Hispanic Outlook in Higher Education*.
- AGB Search's network of Washington, DC connections, which include leaders in the government, military, and Foreign Service, as well as board and executive leaders at significant non-profits and connections at the National Chamber of Commerce.

Dr. McCormick and Ms. Fitzgerald will conduct initial screenings of candidates, speaking with all promising candidates to learn as much as possible about their history, experience, level of interest in and understanding of the position, and specific circumstances of their candidacy. This focused effort allows the search committee to get a sense of the pool of candidates and to begin identifying the good-match candidates most worthy of their attention.

Review and Evaluate Candidates

We work closely with the search chair and search committee through an iterative process to discern the most qualified candidates. Unlike most firms, we recommend making reference calls following the committee's selection of a short list of consensus candidates. This first round of due diligence helps the committee develop a keener sense of candidates' strengths and potential than simply

reviewing applications. The committee's selection of semifinalists to invite for interviews triggers the second round of due diligence in which we conduct Nexis and Court-Link reviews to identify potential issues that candidates may need to address.

Facilitate Interviews

We support the search committee through two rounds of in-person interviews: semifinalist interviews at an off-campus location (neutral site), and more extensive rounds of interviews for finalists.

We also conduct additional due diligence on finalists, including "off-list" reference calls, which target individuals who can address specific issues of concern with candidates, and background checks, which include driving, criminal, civil, and credit checks on finalists, as well as verification of all academic degrees and credentials.

Support Negotiations, Appointment, and Transition

By gathering compensation expectations and other information from the most promising candidates as the search progresses, we can inform the eventual negotiation with the candidate of choice. Dr. McCormick and Ms. Fitzgerald can serve in an intermediary role during initial negotiations, working with the board and candidate of choice to assure there is a shared understanding of interests.

Unique among higher education search firms, AGB Search offers as part of its search process to assist in transition planning, developing strategies to support, prepare, and ensure a successful launch for the new president. We include this service at no additional fee because experience has shown us a thoughtful and well-executed plan in the early months of a new leader's tenure not only eases the whirlwind introductory phase but also sets the stage for long-term effectiveness. With advice from our consultants, who have gone through leadership change, we assure that the board of directors, campus community, and president-elect are prepared for an effective leadership transition.

5.1.6 Stakeholders Involvement

After conducting research on Iowa State University, Dr. McCormick and Ms. Fitzgerald visit campus to meet and interact with the members of the campus community, including administrators, faculty, alumni, and students. This effort gives constituents a chance to voice their aspirations and concerns for the university, as well as to weigh in on the future priorities of leadership and characteristics the new president must possess to be successful.

The stakeholders invited to take part in these meetings are chosen by the search committee and board. Dr. McCormick and Ms. Fitzgerald will work with your search committee to identify the constituencies necessary to inform the next stage of Iowa State's future. In addition to campus constituents, these also may include the foundation board, business leaders, and local supporters.

Many institutions use these interviews as a way to evaluate how their stakeholders view their progress on their strategic goals, and to more clearly understand their brand and reputation within the different groups. Allowing all of these audiences a voice in the future of Iowa State also creates a stronger sense of ownership in the decision-making process and aids in the transition to the new leader.

Once these interviews are completed, the consultants will draft the position advertisement and search profile which reflect the feedback provided by stakeholders, outlining the job description, leadership priorities, and the skills and experience sought in the new president. Subject to the committee's review and approval, these documents become the backbone of the search. Throughout the recruitment phase, the consultants will share the profile with nominators and candidates. When the search reaches the evaluation stage, candidates are judged against the criteria it contains.

6. Fee Structure

To assist the Iowa State Board of Regents' search for the next president of Iowa State University, AGB Search will charge a comprehensive, flat fee of \$110,000.

There is no additional fee for administration, research, background checks for finalists, or clerical services. AGB Search's comprehensive fee is payable in three approximately equal installments: at the end of month one, at the end of month three, and at the conclusion of the search.

All consultant travel-related expenses and advertising costs are billed separately on a monthly basis. We advise the college to budget \$1,000 per candidate for travel expenses for in-person interviews. Total estimated search expenses are:

AGB Search fees (fixed)	
Search fee	\$110,000
Administrative and other fees	\$0
Reimbursement for AGB Search expenses (estimate)	
Consultant travel, food, and lodging	\$8,000
Advertising – online and print	\$5,000
Total Expenses (estimate):	\$123,000

Our Commitment and Guarantee

We are committed to our work and guarantee its success. If the Iowa State Board of Regents is unable to identify a candidate of choice for the next president of Iowa State University within the initial timeline, we will continue the search process until a successful appointment is made. Furthermore, if the candidate appointed leaves office anytime during the first year, we will return to assist in a follow-up search on an expenses-only basis.