

# ACADEMIC SEARCH

## Presidential Search

Dr. R. Thomas Fitch, *Vice President  
and Senior Consultant*

Dr. Wanda D. Bigham, *Senior  
Consultant*

July 14, 2016



*Celebrating 40 Years of Excellence*

Table of Contents

Introduction of Academic Search by Jessica S. Kozloff, President.....	3
MINIMUM QUALIFICATIONS .....	4
SUBMITTALS .....	4
Our History and Relationship with the American Academic Leadership Institute (AALI) .....	14
Our Emphasis on Diversity in Recruitment.....	14
FEE STRUCTURE.....	16
Our Guarantee.....	16
Non-Solicitation Pledge .....	17

# ACADEMIC SEARCH

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July 14, 2016

Robert Donley, Executive Director and Chief Executive Officer  
Board of Regents, State of Iowa  
11260 Aurora Avenue, Urbandale, IA 50322  
[bdonley@iastate.edu](mailto:bdonley@iastate.edu)

Dear Mr. Donley,

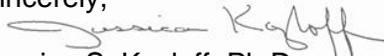
On behalf of Academic Search, I write to express our interest in partnering with you on the recruitment of the next president for the University of Northern Iowa (UNI). Academic Search's breadth of knowledge, unique and methodical yet flexible approach, and accomplished consultants will be an asset in finding and appointing your president. With 40 years of experience conducting higher education searches, Academic Search offers our clients extensive experience and a broad collection of resources like no other firm. You can expect: (1) access to a deep and diverse network of highly qualified candidates; (2) a proven process that values collaboration and is built on trust; (3) an intimate understanding of what makes a successful executive academic leader; and (4) a commitment to quality.

We are delighted to offer two distinguished individuals to serve as senior consultants for your search. Dr. R. Thomas Fitch, Vice President and Senior Consultant, has conducted over 50 executive level searches since joining Academic Search in 2010. As a result, he has developed a strong and current network of contacts at higher education institutions and organizations.

Dr. Wanda Bigham is the former president of Huntingdon College and Marycrest College. Since joining Academic Search almost five years ago, she has led more than 20 searches for presidents, vice presidents and provosts, and deans. Dr. Bigham is familiar with the search process for an executive leader at University of Northern Iowa and enjoyed working with Dr. Jim Wohlpart, Provost, and Dr. Kent Johnson, Search Committee Chair, on the recently completed Dean of the College of Education and Richard O. Jacobson Endowed Chair of Leadership in Education search. I am confident that their decades of higher education experience along with Academic Search's proven approach will yield a search that produces outstanding candidates from whom to choose your next leader.

We pride ourselves on our flexibility to customize our search process, outlined in this proposal, in order to address your particular needs and goals. We appreciate the opportunity to present this information to you. It would be our pleasure to assist you with the very important responsibility of finding a dynamic and visionary leader as the next president for the University of Northern Iowa.

Sincerely,



Jessica S. Kozloff, Ph.D.

President of Academic Search, Inc.

## MINIMUM QUALIFICATIONS

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1. Academic Search, Inc. subscribes to the highest standards of integrity and principles of quality, diversity, equity, and ethical practice.
2. We are committed to conducting equitable searches to foster diversity and the highest quality of leadership for the higher education community.
3. We provide adequate information in order for candidates to have a complete understanding of UNI, the duties and responsibilities of the President, and the requirements for the position as determined by the Board of Regents.
4. We are knowledgeable of the laws, especially in the State of Iowa, relating to the confidentiality of candidates. In particular, we are knowledgeable of the requirements of Iowa Code Chapters 21 and 22, the Iowa Open Meetings and Open Records Acts.

## SUBMITTALS

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**5.1.1. Executive Summary. Provide a one-page executive summary briefly summarizing the consultant's process to be used in conducting a search to identify candidates for the next President for the University of Northern Iowa. The summary should clearly indicate any major requirements that cannot be met by the Firm and highlight the major features of the proposal to assist the reader in determining generally how the qualifications of the Firm and the proposal meets and exceeds the requirements proposed by the Board.**

Searches conducted by Academic Search follow a time-tested yet flexible process. The timeline will assist UNI needs and priorities.

### ■ Organization of the Search Process.

Academic Search works side-by-side with the client to set specific goals and develop operating guidelines. We:

1. Assist in structuring the overall process
2. Counsel on the charge to the search committee
3. Negotiate timeline and establish policies
4. Develop web-based communication tools
5. Draft correspondence as needed for all phases of the search
6. Maintain and control search records, including candidate credentials

### ■ Analysis of Institutional Needs.

Academic Search interviews institutional constituents and learns the culture and position requirements, then assists in forming the criteria for attributes of leadership that will ultimately define the candidate pool. We:

1. Complete intensive on-site interviews with important constituency groups and stakeholders
2. Review publications and reports provided by the university

3. Work with the search committee to develop a client-needs analysis, including:
  - List of strengths and challenges
  - Statement of priorities and needs
  - Specific leadership characteristics sought in a successful candidate
4. Assist in developing comprehensive website and/or institutional profile featuring information about the position, UNI, the governance system, and the community

■ **Recruitment of a Strong and Inclusive Candidate Pool.**

Academic Search activates its extensive networks to identify a broad and diverse group of candidates with the desired attributes and experience. We:

1. Develop national advertising strategy and place ads
2. Contact nominators and potential candidates through e-mails and phone calls
3. Follow-up with nominated candidates
4. Directly recruit highly qualified candidates

■ **Candidate Evaluation.** The evaluation and selection of finalist candidates involves a multi-step process of document review and interviews to narrow the focus to the strongest candidates.

• **Meeting of the senior consultants and the Search Committee to evaluate the pool** We:

1. Provide insights from conversations with candidates to assist in identifying the top candidates to invite to semifinalist interviews
2. Assist the Search Committee with reference checks prior to semifinalist interviews

• **Semifinalist Interviews** We:

1. Provide logistical support (inviting and scheduling candidates; facilitating interviews) for semi-finalist interviews at site selected by the Search Committee
2. Assist in selection of the finalists and complete due diligence of finalists through off-list reference checks and arranging for background checks, including academic, litigation, criminal, driving, and financial information

• **Finalist Interviews** We:

1. Provide guidelines for candidate visits to the campus and advise campus coordinator who arranges campus logistics
2. Recommend process for gathering feedback from all who meet the finalists
3. Maintain contact with finalists to gauge and enhance their interest in the position
4. Assist the Committee in making recommendations to the appointing officer according to initial charge

■ **Facilitation of the Appointment.**

Academic Search's senior consultants assist with bringing the process to a successful conclusion. We:

1. Assist with a public announcement of appointment
2. Facilitate, as requested, an initial planning and agenda-setting meeting between the committee and the new president
3. Provide the appropriate transition-related consultation

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

Please see the appendix to our proposal for a complete list of the colleges and universities where Academic Search has provided executive search services within the last five years.

Academic Search's success is measurable.

- **Since its inception, Academic Search has completed more than 760 presidential searches.**
- **Over the past five years, Academic Search has completed more than 420 presidential, vice presidential, and dean searches.**

Our five-year retention rate, defined as the percentage of appointees who remain in office for at least five years, is evidence of our careful attention to finding an "institutional fit":

- **87% of all presidential appointees remain in office**
- **81% of all vice presidential appointees remain in office**
- **89% of all dean appointees remain in office**

**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 scope of our senior consultants' experience allows us to match them carefully with prospective clients. The senior consultants will have overall responsibility for all of the consulting services provided to UNI throughout the search. These responsibilities include generating a pool of outstanding candidates, establishing and maintaining close communication with the Screen Advisory Committee, making visits to the campus at significant points in the search, and serving as the primary contacts for all phases of the recruiting effort. As previously mentioned in the cover letter, Dr. Fitch and Dr. Bigham will serve as senior consultants for the presidential search for UNI.



**R. Thomas Fitch, Ph.D.**  
**Vice President and Senior Consultant**  
**rtf@academic-search.com**

Dr. Fitch joined the firm in 2010 and became vice president of Academic Search, Inc. in 2012. He has more than 20 years of experience in recruiting and conducting searches, which he leverages to bring his clients sound judgment, credibility, and a focus on partnership with institutional leaders and search committees. Recent assignments have included senior level administrators at a broad range of institutions, including large public and private universities, as well as other public and private institutions. He has an in-depth understanding of the essential leadership qualities necessary in different environments as well as the ingredients for completing successful searches in today's increasingly complex and globally interconnected world.

Dr. Fitch has had a distinguished career in both higher education and corporate recruiting. As vice president, his responsibilities include serving as a senior consultant for searches as well as supporting the president in advancing the firm through strategic goals and initiatives. He has held a variety of positions, including dean of students and director of recruiting, and has served as a faculty member at both large public and small private institutions, including the University of Tennessee-Knoxville, Mercer University, The Atlanta College of Art, and the University of Georgia. Furthermore, he has led the recruiting efforts of two Fortune 500 corporations, Georgia-Pacific and AT&T Wireless, and until 2008 was the founder and first director of the Emory Search Group, an internal recruiting organization at Emory University that conducts nationwide searches for senior administrators. Dr. Fitch holds a B.S. and M.Ed. from the University of Virginia and a Ph.D. from the University of Georgia. He is based in Atlanta, Georgia.

Since joining Academic Search in 2010, Dr. Fitch has served as lead consultant for the following searches (presidential searches are bolded and italicized):

<b>Institution's Name</b>	<b>Position</b>
<b>California State University - Fullerton</b>	Associate Vice President for Academic Programs
<b>Christopher Newport University (VA)</b>	Dean of the School of Business
<b>Colorado Mesa University</b>	Assistant VPAA and Director of Distance Education
<b>Colorado Mesa University</b>	Vice President for Academic Affairs
<b>Concordia University (OR)</b>	Dean of the School of Management
<b>Concordia University (OR)</b>	Dean of the College of Health and Human Services
<b>Farmingdale State College, SUNY</b>	<b>President</b>
<b>Ferris State University (MI)</b>	Provost and Vice President for Academic Affairs
<b>Ferris State University (MI)</b>	Vice President for Student Affairs
<b>Fitchburg State University (MA)</b>	Dean of Education
<b>Galen College of Nursing – Louisville (KY)</b>	Dean of Louisville, Kentucky Campus

<b>Galen College of Nursing - Tampa Bay (FL)</b>	Dean of Tampa Bay, Florida Campus
<b>Georgia College and State University</b>	Dean of the John H. Lounsbury College of Education
<b>Hawai'i Pacific University</b>	Provost and VPAA
<b>Indiana State University</b>	Vice President for Student Affairs
<b>Indiana University of Pennsylvania</b>	Dean of Education and Educational Technology
<b>Indiana University of Pennsylvania</b>	Dean of Health and Human Services
<b>Indiana University of Pennsylvania</b>	Provost and Vice President for Academic Affairs
<b>Lakeland Community College (OH)</b>	Provost
<b>Lakeland Community College (OH)</b>	Associate Provost for Enrollment Management
<b>Lakeland Community College (OH)</b>	Associate Provost for Teaching and Learning Effectiveness
<b>Lakeland Community College (OH)</b>	Executive Vice President and Provost and Dean of Faculty
<b>Morrisville State College (NY)</b>	<b>President</b>
<b>Nassau Community College (NY)</b>	<b>President</b>
<b>Oakland University (MI)</b>	Dean of the College of Arts and Sciences
<b>Oakland University (MI)</b>	Dean of the School of Business Administration
<b>Oakland University (MI)</b>	Senior VPAA and Provost
<b>Oglethorpe University (GA)</b>	Provost/VPAA
<b>Ohio Association of Community Colleges</b>	<b>President and Chief Executive Officer</b>
<b>Prescott College (AZ)</b>	<b>President</b>
<b>Rochester Institute of Technology (NY)</b>	Dean of the Saunders College of Business
<b>Rochester Institute of Technology (NY)</b>	Dean of the Golisano College of Computing and Information Sciences
<b>Savannah State University (GA)</b>	Vice President for Student Affairs
<b>South Dakota State University</b>	Dean of Nursing
<b>South Dakota State University</b>	Associate Dean of Graduate Nursing
<b>South Dakota State University</b>	Associate Dean of Undergraduate Nursing
<b>SUNY New Paltz</b>	Provost and Vice President for Academic Affairs
<b>SUNY New Paltz</b>	Dean of the School of Business
<b>SUNY Potsdam</b>	Provost and Vice President for Academic Affairs
<b>SUNY Potsdam</b>	<b>President</b>
<b>Texas A&amp;M University - Texarkana</b>	Associate Dean and Director of Nursing
<b>University of Alaska Anchorage</b>	Dean of the Community Technical College
<b>University of Alaska Anchorage</b>	Dean of the College of Engineering

<b>University of Alaska Anchorage</b>	Provost
<b>University of Alaska Anchorage</b>	Dean of Education
<b>University of Alaska Anchorage</b>	Dean of the College of Health
<b>University of Alaska Anchorage</b>	Dean of the School of Engineering
<b>University of Alaska Anchorage</b>	Dean of the College of Arts and Sciences
<b>University of Alaska Anchorage</b>	Director of the Institute of Social and Economic Research
<b>University of Alaska Fairbanks</b>	Chancellor
<b>University of Alaska Fairbanks</b>	<b>President</b>
<b>University of Alaska System</b>	<b>President</b>
<b>University of Missouri-Kansas City</b>	Vice Provost for Online Learning and Distance Education
<b>West Chester University (PA)</b>	Vice President for Information Services and Technology

Dr. Fitch is currently facilitating three searches for the following university:

<b>Institution's Name</b>	<b>Position</b>	<b>Anticipated Appointment Date</b>
<b>Fitchburg State University (MA)</b>	Dean of Graduate and Continuing Studies	By March 2017
<b>Fitchburg State University (MA)</b>	Dean of Liberal Arts and Sciences	By March 2017
<b>Fitchburg State University (MA)</b>	Dean of Natural Health and Sciences	By March 2017



**Wanda Durrett Bigham, Ed.D.**  
**Senior Consultant**  
**wdb@academic-search.com**

Dr. Bigham has served for almost five years as Senior Consultant at Academic Search, assisting with over twenty searches. Earlier in her career, she served for sixteen years as president at Huntingdon College and Marycrest College. Following those appointments, she served as the Assistant General Secretary and the Interim Associate General Secretary for the United Methodist-related colleges and universities in the United States and around the world. Prior to her presidencies at Huntingdon and Marycrest, Dr. Bigham held several advancement and academic administrative roles at Emerson College and Morehead State University, including Vice President for Development and College Relations, Associate Dean for Academic Affairs, and Acting Dean for Graduate and Special Academic Programs. Her teaching fields are music and higher education. She has often lectured and conducted workshops on leadership, team building, ethics, governance, and strategic planning.

Dr. Bigham holds the B.M.E. degree from Murray State University, the M.M. and M.H.E. degrees from Morehead State University, and the Ed.D. degree from the University of Kentucky. She earned a certificate in academic administration from the Institute for Educational Management at Harvard University and she was an ACE Fellow.

Selected professional organizations on whose boards she has served or currently serves include: International Association of Methodist Schools, Colleges, and Universities; Asia Pacific Federation of Christian Schools and Universities; American Council on Education committees, including Council of Fellows, Committee on Regulations, Commission on Government and Public Affairs, National Identification Program for Women in Higher Education Administration (Kentucky coordinator and state panelist in Iowa and Alabama); Council of Independent Colleges (CIC); National Association of Independent Colleges and Universities (NAICU); United Methodist Higher Education Foundation (UMHEF); Columbia College for Women; National Council of Educational Opportunity Associations (NCEOA); and was on the Executive Committee and chaired the Secretariat of NAICU. She co-chaired the strategic planning and implementation project for the Quad Cities (Iowa and Illinois metropolitan area) Vision for the Future. Because of her experience, service, and continuing participation on many national and international higher education boards, her network is extensive and current.

Since joining Academic Search in 2011, Dr. Bigham has completed the following searches (presidential searches, as well as searches for UNI, are bolded and italicized):

<b>Institution's Name</b>	<b>Position</b>
<b>Albion College (MI)</b>	Associate Vice President for Development
<b>Baldwin Wallace University (OH)</b>	Vice President for Advancement
<b>Cottey College (MO)</b>	Vice President for Academic Affairs
<b>Cottey College (MO)</b>	Vice President for Enrollment Management (twice)
<b>Cottey College (MO)</b>	Vice President for Academic Affairs
<b>Dakota Wesleyan University (SD)</b>	Vice President for Academic Affairs
<b>Doane College (NE)</b>	Vice President for Advancement
<b>Lock Haven University of Pennsylvania</b>	Founding Dean, College of Liberal Arts and Education
<b>McMurry University (TX)</b>	Vice President for Enrollment Management
<b>Midway University (KY)</b>	<b>President</b>
<b>Nevada State College</b>	Dean of the School of Education
<b>Philander Smith College (AR)</b>	<b>President</b>
<b>Randolph College (VA)</b>	Vice President of Academic Affairs and Dean of the College

<b>SUNY Empire State College</b>	Vice President of Enrollment Management
<b>SUNY Empire State College</b>	Vice President for Advancement
<b>Trinity University (TX)</b>	Vice President for Alumni Relations and Development
<b>University of North Texas at Dallas</b>	Vice President for Advancement
<b>University of Northern Iowa</b>	<b>Dean of the College of Education and Richard O. Jacobson Endowed Chair of Leadership in Education</b>
<b>University of St. Thomas (TX)</b>	Vice President of Institutional Advancement
<b>University of the Pacific (CA)</b>	Dean of Education
<b>Utah Valley University</b>	Vice President for Development and Alumni Relations
<b>Westfield State University (MA)</b>	Vice President for University Advancement

Dr. Bigam is currently facilitating searches for the following colleges and universities:

<b>Institution's Name</b>	<b>Position</b>	<b>Anticipated Appointment Date</b>
<b>College of Southern Nevada</b>	Vice President for Academic Affairs	By Mid-November 2016
<b>University of North Texas at Dallas</b>	Provost	By Mid-November 2016

### Search Support

In addition to the senior consultants, who will serve as the primary contacts for UNI, the search will be supported by an associate consultant located in our Washington, D.C., office or a research associate. Our associates have extensive training in sourcing, networking, and candidate generation. They identify targets for initial outreach, maintain logs documenting the senior consultants' interactions with candidates, work with semifinalists on the logistics of their interviews with clients, compile information about select candidates, and manage administrative tasks throughout the search. In addition, they prepare written documents for searches and provide assistance to the lead senior consultants during committee meetings and semifinalist interviews. Biographies of our associates can be found on our website at <https://academic-search.com/our-team>.

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

The following individuals may be contacted as references for the search work completed by Dr. R. Thomas Fitch or Dr. Bigham:

**University of Northern Iowa**

Dean of the College of Education and Richard O. Jacobson Endowed Chair of Leadership in Education search completed by Dr. Bigham

Jim Wohlpart

Interim President & Professor, President's Office

(319) 273-2517

Jim.wohlpart@uni.edu

Dr. Kent Johnson

Chair of the Search Committee and Dean & Instructor, Continuing Education & Special Programs

(319) 273-2122

Kent.johnson@uni.edu

**University of Alaska Fairbanks**

Chancellor search completed by Dr. Fitch

Kari Burrell

Vice Chancellor for Administrative Services

University of Alaska Fairbanks

505 N Chandalar Drive

Fairbanks, AK 99775

Kari.burrell@alaska.edu

**SUNY Morrisville State College**

Presidential search completed by Dr. Fitch

Kristi Andersen

Chair, Presidential Search Committee

Chair of the College Council and Chapple Family Professor of Citizenship & Democracy

Maxwell School of Citizenship and Public Affairs, Syracuse University

Syracuse University

900 South Crouse Avenue

Syracuse, NY 13244

andersen@maxwell.syr.edu

**SUNY Potsdam**

Presidential search completed by Dr. Fitch

June O'Neil

Chair, Presidential Search Committee

Chair, SUNY Potsdam College Council

SUNY Potsdam

44 Pierrepoint Avenue

Potsdam, NY 13676

315-267-3057

oneilljf@potsteam.edu

**Midway University (KY)**

Presidential search completed by Dr. Bigham  
 Ms. Donna Moore Campbell  
 Chair of Search Committee and current Chair of Board of Trustees  
 Midway University  
 512 E Stephens Street  
 Midway, KY 40347  
 (859) 797-7870  
 d.campbell4@insightbb.com

**5.1.5. Schedule/Time Commitment – Include a schedule of events, including site visits, for the term from project award date to completion date.**

Based on the process outlined in Section 5.1.1 Executive Summary, we suggest the following dates, marked in red, which assumes the new president is to be appointed by the end of February 2017. These dates can certainly be modified after consultation with the university and the Screen Advisory Committee.

- 1) Organization of the Search: August 2016**
- 2) Analysis of Institutional Needs: September 2016 (after beginning of Fall semester)**
- 3) Recruitment of Strong and Inclusive Candidate Pool: Late September- Middle of November 2016**
- 4) Candidate Evaluation and Selection: Late November/ Early December 2016**
- 5) Interviews and Vetting of Candidates (Part 1— Semifinalist Interviews): January 2017**
- Interviews and Vetting of Candidates (Part 2—Campus Visits): February 2017**
- 6) Facilitation of the Appointment: End of February 2017**

**5.1.6. Stakeholders Involvement – 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.**

Dr. Fitch and Dr. Bigham, who recently assisted UNI with the search for the Dean of the College of Education, always want to meet with key stakeholders, including Regents, provost, vice presidents, faculty, staff, students, alumni, and community leaders. These meetings serve three purposes: (1) to gain information about the institution that will assist in developing the profile, writing the advertisements, and describing UNI to prospective candidates; (2) to learn about the wants and needs of the constituents; and

(3) to carry out a meaningful and inclusive process that at its conclusion creates an expectant and welcoming environment for the new president.

### **Our History and Relationship with the American Academic Leadership Institute (AALI)**

Academic Search is an executive search firm founded in 1976 and dedicated to serving higher education institutions and related organizations. From its beginning, Academic Search has had the ambitious goal to provide colleges, universities, and related organizations with highly professional, individually focused search services modeled on best practices in other sectors, which at the time was a new concept in higher education. Success was immediate. Academic Search established the standards on how to recruit the best and brightest academic leaders through a process that fosters a successful appointment. Through the years, it has also built a dossier of premier clients and earned a reputation for integrity, confidentiality, and excellence.

What further distinguishes our firm from other agencies is our commitment to leadership on behalf of our clients, which extends to our dedication to leadership development. Based in Washington, D.C., Academic Search is the wholly owned subsidiary of the American Academic Leadership Institute (AALI), a not-for-profit organization that provides leadership identification, development, and support programs to academic leaders in various administrative positions across all sectors of higher education, but particularly for members of the American Association of State Colleges and Universities (AASCU) and the Council of Independent Colleges (CIC), the organizations that founded AALI. This relationship strengthens the ongoing commitment by Academic Search to leadership development as well as the identification of outstanding candidates for positions. Our mission is two-fold: 1) to identify and cultivate leaders in higher education and 2) to provide outstanding service to our clients with the highest level of professional standards.

### **Our Emphasis on Diversity in Recruitment**

Academic Search values diversity in thought and action and is committed to building a pool of candidates that exemplifies the commitment of UNI to diversity and inclusion. We have assisted in searches for executives at historically black colleges and universities, know successful leaders of color at many institutions, and have built a network and record of success in the recruitment of underrepresented groups. We support (financially and personally) national association efforts in attracting women, persons of color, and underrepresented groups to higher education leadership who have the skills and experiences sought by UNI. **In the past five years, 55 percent of all searches conducted by Academic Search have resulted in a female or minority appointee.**

One of our major advantages in this regard is our relationship with the American Academic Leadership Institute (AALI), a non-profit leadership development program that is our parent organization. Academic Search provides financial support to AALI, which then gives grants to programs such as the Millennium Leadership Institute, a year-long educational program for people of color and women who have been identified by their home institutions as up-and-coming leaders. Academic Search not only provides

significant funds to mitigate the costs of these programs, but our consultants serve as pro-bono faculty members. We have a similar relationship with the American Council on Education in support of its leadership programs, getting to know the participants in its “increasing the pipeline” diversity efforts.

In developing a diverse pool of candidates, the senior consultants call on the heads of various professional associations, foundations, and organizations with special links to underrepresented populations to nominate or suggest aspiring leaders as candidates. These calls would, for example, include but are not limited to leaders from Harvard’s IEM and MDP Programs, the Lincoln Institute for Research and Education, National Council on Black American Affairs, Hispanic Association of Colleges and Universities, AACC John E. Roueche Future Leaders Institute, League for Innovation, American Indian College Fund, American Association for Hispanics in Higher Education, National Indian Education Association, NAACP, HERS Institute, the ACE Inclusive Excellence Group, and the American Association of State Colleges and Universities (AASCU).

Finally, we carefully craft an advertising plan that reaches a national audience and also specifically targets underrepresented populations. The plan for UNI would include publications such as The Chronicle of Higher Education, Hispanic Outlook, Journal of Blacks in Higher Education, Women in Higher Education, Diverse Jobs, Inside Higher Ed, Higher Ed Jobs and other specialty publications we identify with you as relevant to the presidential position.

## FEE STRUCTURE

### **Submit in detail, your Firm's service fee structure for these services including, but not limited to, reimbursable and non-reimbursable items.**

We propose to offer a flat fee of \$70,000 to assist with the presidential search for UNI. Our fee covers all expenses other than discretionary costs for travel (both consultant and candidate), advertising, and background checks. The above costs are directly billed to the client. During the pre-search visit, the senior consultants will work with the Search Committee to review costs and cost-saving measures. The framework for expenses is reviewed and approved by the responsible UNI official. After finalist candidates are chosen, Academic Search will conduct degree verifications and use a third-party company for background checks. The cost of this service varies depending on the residency of the finalists but averages \$300.00 to \$500.00 per person.

Academic Search's fee is payable by three equal installments during the first three months of the search. All search-related reimbursable expenses will be billed at the end of each month and are due thirty days from being invoiced.

A detailed estimation of the reimbursable costs is listed below.

#### **Estimated reimbursable search-related expenses:**

Consultant Travel (2 consultants, assuming 3-4 visits to campus)	\$6,000.00
Advertising Estimates (includes online and print)	\$6,000.00
Finalists' Background Checks (3 finalists)	<u>\$2,000.00</u>
<b>Total Estimated Reimbursable Expenses</b>	<b>\$14,000.00</b>

We do not typically include estimates for candidate travel. This expense can vary considerably, depending on how many candidates are invited to semifinalist and campus interviews, as well as the distance the candidates must travel. Historically, we have found that \$1,000 per semifinalist and \$2,500 per finalist candidate to be reasonable estimates when trying to determine the travel costs associated with interviews.

### **Our Guarantee**

Academic Search guarantees our work and process. In the unlikely event that the hiring authority is not satisfied with the candidates recommended or the search is not concluded for other reasons, Academic Search will continue to be available to conduct either an extended search or a second search. The second search must be launched within twelve months of the contract. Moreover, in the very unusual event that an appointment resulting from our search is terminated for cause within twelve months or the appointee leaves within the first twelve months after first reporting to work, Academic Search agrees to conduct a second search without any additional professional fee, as long as the search commences within three months after the position is vacated. In each of the scenarios described above, the only additional charges will be related to discretionary expenses determined by the search committee related to travel, consultant travel, advertising, and background checks and an administrative fee of \$10,000.00.

### **Non-Solicitation Pledge**

Academic Search prides itself on the high standards we observe for executive search services. Thus, an important part of our approach to each search, during the process and thereafter, is our pledge to uphold and exceed the industry standard for non-solicitation.

To that end, we will not directly solicit any employee of any institution for which we are currently performing an active search. After the search concludes, we will extend that non-solicitation pledge for a period of one year. If a member of the campus community receives a direct solicitation from Academic Search during a non-solicitation period, it should be immediately reported to our vice president for administration and finance, and appropriate follow-up action will be taken. If a candidate or member of a campus community approaches us during a non-solicitation period through application or nomination, we are ethically bound to respond to them and treat them equally in the search process. In addition, the president or chancellor of a client institution may waive this non-solicitation pledge as to specific employees by communicating that waiver to the firm.

**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 Northern 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 Northern 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.

Academic Search, Inc.  
(firm)

(202) 263-7476  
(phone number)

1015 18th Street NW Suite 510  
(address)

(202) 234-7640  
(fax number)

Alana K. Cassidy  
(by)

20-5120646  
(Federal ID Number)

Director of Business Development  
(title)

**ATTACHMENT B  
RFQ RESPONSE AND COMPANY QUESTIONS FORM**

**Email the following Response on or before, July 8, 2016.**

**Email To:**

**Robert Donley  
Executive Director/CEO  
Board of Regents, State of Iowa  
11260 Aurora Avenue  
Urbandale, IA 50322  
(515) 281-6418 (phone)  
(515) 281-6420 (fax)  
bdonley@iastate.edu**

**From:** Academic Search, Inc.  
Alana K. Cassidy  
Director of Business Development  
1015 18th Street NW Suite 510  
Washington, DC 20036  
(202) 263-7476 (phone)  
akc@academic-search.com

**Dear Dr. Donley:**

**Check all that apply**

  X        **Yes, my company WILL respond to the Request for Qualification.**

            **NO, my company WILL NOT respond to the Request for Qualification.**

**All questions from the Firms concerning this Request For Qualification must be emailed to the Board of Regents, State of Iowa on or before, July 8, 2015.**

With all questions submitted, please indicate your complete company name, address, the name, phone number, fax number, and email address of the person(s) submitting questions regarding this RFQ.

<u>InstName</u>	<u>State</u>	<u>SrchType</u>
ADA University	International	Founding Dean of the School of Business
ADA University	International	Provost and Vice Rector for Academic Affairs
ADA University	International	Founding Dean of the School of Information Technologies and Engineering
Agnes Scott College	GA	Associate Vice President for Graduate and Professional Education
Agnes Scott College	A	Associate Vice President for Global Learning and Leadership Development
Agnes Scott College	GA	Vice President for Student Life and Dean of Students
Albion College	MI	Associate Vice President for Development
Alverno College	WI	President
American Association of State Colleges and Universities (AASCU)	DC	Vice President for Government Relations and Policy Analysis
Arkansas Tech University	AR	President
Augustana College	IL	Provost
Aurora University	IL	Executive Director of the School of Nursing
Aurora University	IL	Executive Director/Chaplain for the Wackerlin Center for Faith and Action
Baldwin Wallace University	OH	Vice President for Advancement
Baldwin Wallace University	OH	Vice President for Enrollment Management
Barton College	NC	Provost and Vice President for Academic Affairs
Barton College	NC	President
Bastyr University	WA	Vice President for Development
Belmont College	OH	President
Berea College	KY	President
Birmingham-Southern College	AL	President
Black Hills State University	SD	Provost
Boise State University	ID	Dean of the College of Business and Economics
Boise State University	ID	Dean of the College of Education
Brevard College	NC	President
Bryan College of Health Sciences	NE	President
Cabrini College	PA	Vice President for Finance and Administration
Caldwell University	NJ	Vice President for Academic Affairs
California Lutheran University	CA	Dean of the School of Management
California Lutheran University	CA	Dean of the Graduate School of Psychology
California Lutheran University	CA	Dean of the Graduate School of Education
California Lutheran University	CA	Vice President for Student Affairs and Dean of Students
California State University - Dominguez Hills	CA	Vice President for Administration and Finance and Chief Financial Officer
California State University - Fullerton	CA	Provost and Vice President for Academic Affairs
California State University - Fullerton	CA	Associate Vice President for Academic Programs
California State University - Fullerton	CA	Vice President of Human Resources/Diversity and Inclusion
California State University - Fullerton	CA	Vice President-Administration and Finance & Chief Financial Officer
California State University - Fullerton	CA	Associate Vice President for Information Technology/Academic Technology
California State University - Fullerton	CA	Dean of the College of Communications
California State University, Northridge	CA	Provost and Vice President of Academic Affairs
California State University, San Bernardino	CA	Provost and Vice President for Academic Affairs
Cardinal Stritch University	WI	President
Carroll College	MT	President
Centenary College of Louisiana	LA	Provost and Dean of the College
Centenary College of Louisiana	LA	President
Central College	IA	Vice President for Academic Affairs/Dean of the Faculty
Central College	IA	Vice President for Finance and Administration/Treasurer
Central Michigan University	MI	Dean of Communications and Fine Arts
Chemical Heritage Foundation	PA	President and CEO
Christopher Newport University	VA	Dean of the Joseph W. Luter III School of Business
Clark State Community College	OH	President
Clark State Community College	OH	Vice President for Academic Affairs
College Access Foundation of California	CA	Vice President for Programs
College of Saint Benedict	MN	President
College of Saint Elizabeth	NJ	Vice President for Academic Affairs
College of Saint Elizabeth	NJ	Vice President for Enrollment Management
College of Saint Elizabeth	NJ	Vice President and Dean of Academic Affairs
College of Saint Mary	NE	Vice President for Academic Affairs
College of the Bahamas	International	President
Colorado Mesa University	CO	Assistant Vice President for Academic Affairs and Director of Distance Education
Colorado State University System	CO	Executive Secretary
Columbia College	MO	President
Columbus State University	GA	President
Concordia University	OR	Dean of Health and Human Services
Concordia University	OR	Dean of the School of Management
Coppin State University	MD	Vice President for Enrollment Management and Student Affairs
Corning Community College	NY	President
Cottey College	MO	Vice President for Enrollment Management
Cottey College	MO	Vice President for Academic Affairs
Cottey College	MO	Vice President for Enrollment Management
CUNY College of Staten Island	NY	Provost
CUNY Lehman College	NY	Provost and Senior VPAA
CUNY Queens College	NY	Provost and Vice President for Academic Affairs
Cuyahoga Community College	OH	Dean of Creative Arts
Dakota Wesleyan University	SD	Provost
Daytona State College	FL	President
DePaul University	IL	Dean of the College of Science and Health
DePaul University	IL	Dean of the College of Communications
DePaul University	IL	Provost
DePaul University	IL	Dean of the College of Liberal Arts and Social Sciences
Des Moines University	IA	President
Doane College	NE	President
Doane College	NE	Vice President for Advancement

Dominican University	IL	Dean of the Brennan School of Business
Drake University	IA	Provost
East Stroudsburg University	PA	President
Eastern Kentucky University	PA	President
Eckerd College	FL	Dean of Faculty and Vice President for Academic Affairs
Edison Community College	OH	President
Elizabethtown College	PA	President
Emory & Henry College	VA	Vice President for Academic Affairs
Farmingdale State College, SUNY	NY	President
Ferris State University	MI	Vice President for Student Affairs
Ferris State University	MI	Provost
Fitchburg State University	MA	Provost
Fitchburg State University	MA	Dean of Education
Florida Southwestern State College	FL	President
Fort Valley State University	GA	President
Franklin Pierce University	NH	Dean of the College at Rindge
Galen College of Nursing - Louisville	KY	Dean of Louisville, Kentucky Campus
Galen College of Nursing - Tampa Bay	FL	Dean of Tampa Bay, Florida Campus
Gannon University	PA	Director of Physical Therapy
Gannon University	PA	Vice President for Academic Affairs
Genesee Community College	NY	President
Georgia College and State University	GA	Dean of the John H Lounsbury College of Education
Gustavus Adolphus College	MN	Dean of the College
Harford Community College	MD	President
Hastings College	NE	President
Hawai'i Pacific University	International	Provost and Vice President for Academic Affairs
Higher Learning Commission	IL	President
Hodges University	FL	President
Hollins University	VA	Vice President/Dean of Enrollment Management
Hood College	MD	Provost and Vice President for Academic Affairs
Howard University	DC	Vice President for Student Affairs
Humboldt State University	CA	Dean of the College of Natural Resources and Sciences
Indiana Institute of Technology	IN	Vice President for Academic Affairs
Indiana State University	IN	Vice President for Student Affairs
Indiana University of Pennsylvania	IN	Provost and Vice President for Academic Affairs
Indiana University of Pennsylvania	IN	Dean of Education and Educational Technology
Indiana University of Pennsylvania	IN	Dean of Health and Human Services
Indiana University-Purdue University Indianapolis	IN	Vice Chancellor for Diversity, Equity and Inclusion
Iona College	NY	Vice President for Advancement
Ithaca College	NY	Vice President for Academic Affairs
Ivy Tech Community College - Columbus	IN	Vice Chancellor for Academic Affairs
Ivy Tech Community College - Fort Wayne	IN	Vice Chancellor for Academic Affairs
Juniata College	PA	President
Kansas State University	KS	Vice President for Research
Kennesaw State University	GA	Dean of the College of the Arts
Kennesaw State University	GA	Dean for the College of Computing and Software Engineering
Kennesaw State University	GA	Dean of the University College
Kennesaw State University	GA	Senior Vice Provost
Keuka College	NY	President
Kutztown University	PA	Dean of College of Liberal Arts and Sciences
Lakeland Community College	OH	Associate Provost for Enrollment Management
Lakeland Community College	OH	Associate Provost for Teaching and Learning Effectiveness
Lakeland Community College	OH	Executive Vice President and Provost and Dean of Faculty
Lakeland Community College	OH	Executive Vice President and Provost and Dean of Faculty
Lexington Theological Seminary	KY	Dean/Vice President for Academic Affairs
Lock Haven University of Pennsylvania	PA	Assistant Vice President for Enrollment Management
Lock Haven University of Pennsylvania	PA	Provost and Senior Vice President for Academic Affairs
Lock Haven University of Pennsylvania	PA	Founding Dean, College of Business, Information Systems, and Human Services
Lock Haven University of Pennsylvania	PA	Founding Dean, College of Liberal Arts and Education
Lock Haven University of Pennsylvania	PA	Founding Dean, College of Natural, Behavioral, and Health Sciences
Madonna University	MI	President
Marianna Kistler Beach Museum at Kansas State University	KS	Director
Martin Methodist College	TN	Director of the School of Business
Martin Methodist College	TN	Provost and Vice President for Academic Affairs
Marymount Manhattan College	NY	President
Maryville College	TN	Vice President and Dean of the College
McMurry University	TX	President
McMurry University	TX	Vice President for Academic Affairs
McMurry University	TX	Vice President for Enrollment Management
McMurry University	TX	Dean of the School of Business
Medaille College	NY	President
Medical University of South Carolina	SC	President
Methodist University	NC	President
Midway College	KY	President
Midwestern State University	TX	Provost
Midwestern State University	TX	President
Minnesota State University Moorhead	MN	Provost
Minot State University	ND	President
Molloy College	NY	Vice President for Academic Affairs
Montana State University	MT	Provost and Vice President for Academic Affairs
Montana State University - Northern	MT	Chancellor
Monterrey Institute of Technology and Higher Education (Tecnologico de Monterrey)	International	Campus President

Monterrey Institute of Technology and Higher Education (Tecnologico de Monterrey)	International	Vice President of the Virtual University
Mount Saint Mary College	NY	Vice President for Academic Affairs
Mount Saint Mary College	NY	Vice President for Finance and Administration
Mount Saint Mary's University Los Angeles	CA	Provost/Vice President for Academic Affairs
Nassau Community College	NY	President
Nevada State University	NV	Dean of Education
New York University Abu Dhabi	International	Director of Global Award Programs
New York University Abu Dhabi	International	Director of Intercultural Education and Spiritual Life
New York University Abu Dhabi	International	Deputy Dean of Students
New York University Abu Dhabi	International	Director of Health and Wellness
North Dakota State University	ND	Provost
Notre Dame of Maryland University	MD	President
Notre Dame of Maryland University	MD	Dean of the School of Nursing
Notre Dame of Maryland University	MD	Vice President for Advancement
Notre Dame of Maryland University	MD	Vice President for Academic Affairs
Oakland University	MI	Dean of the College of Arts and Sciences
Oakland University	MI	Dean of the School of Business Administration
Oakland University	MI	Senior Vice President for Academic Affairs and Provost
Oglethorpe University	GA	Provost and Vice President for Academic Affairs
Ohio Association of Community Colleges	OH	President and Chief Executive Officer
Ohio Northern University	OH	President
Oklahoma State University	OK	Associate Vice President, International Studies & Outreach
Oklahoma State University	OK	Dean, Center for Veterinary Health Sciences
Oklahoma State University	OK	Dean, Graduate College
Oklahoma State University	OK	Dean of the College of Engineering, Architecture & Technology
Old Dominion University	VA	Dean of Arts and Letters
Old Dominion University	VA	Dean of the College of Health Sciences
Our Lady of the Lake College	LA	President
Our Lady of the Lake College	LA	Vice President for Academic Affairs
Our Lady of the Lake University	TX	Dean of the School of Business and Leadership
Our Lady of the Lake University	TX	Dean of the School of Professional Studies and the Worden School of Social Services
Pacific Northwest College of Art (PNCA)	OR	President
Pacific Northwest University of Health Sciences	WA	Chief Advancement Officer
Pacific Northwest University of Health Sciences	WA	President
Penn State Erie, The Behrend College	PA	Director of the Sam and Irene Black School of Business
Philander Smith College	AR	President
Prescott College	AZ	President
Public Policy Institute of California	CA	Vice President of Research
Randolph College	VA	Vice President of Academic Affairs and Dean of the College
Rochester Institute of Technology	NY	Dean of the Golisano College of Computing and Information Sciences (GCCIS)
Rochester Institute of Technology	NY	Dean of the Saunders College of Business
Roger Williams University	RI	President
Roger Williams University	RI	Dean of the Mario J. Gabelli School of Business
Rutgers University, The State University of New Jersey	NJ	Senior Vice President and General Counsel
Saint John's University	MN	President
Saint Martin's University	WA	Vice President for Institutional Advancement
Saint Martin's University	WA	Provost and Vice President for Academic Affairs
Saint Mary's College	IN	President
Salve Regina University	RI	Provost
Santa Clara University	CA	Provost and Vice President for Academic Affairs
Savannah State University	GA	Vice President for Student Affairs
Savannah State University	GA	Provost
Shenandoah University	VA	Vice President for Administration and Finance
Shepherd University	WV	President
Silver Lake College	WI	President
Skolkovo Institute of Science & Technology	International	Entrepreneurship & Innovation Education Program Director
South Dakota State University	SD	Associate Dean and Director of the Agricultural Experiment Station
South Dakota State University	SD	Dean of Education
South Dakota State University	SD	Associate Dean of Graduate Nursing
South Dakota State University	SD	Associate Dean of Undergraduate Nursing
South Dakota State University	SD	Dean of Arts and Sciences
South Dakota State University	SD	Dean of Nursing
Southeast Missouri State University	MO	Provost
Southern Connecticut State University	CT	President
Southern Connecticut State University	CT	Provost
Southern Methodist University	TX	Head Men's Basketball Coach
Southern Methodist University	TX	Dean of Dedman College of Humanities and Sciences
Southern Methodist University	TX	Dean of the Meadows School of the Arts
Southern Methodist University	TX	Provost and Vice President for Academic Affairs
Southern Methodist University	TX	Vice President for Student Affairs
Southern Methodist University	TX	Dean of the Perkins School of Theology
St. Bonaventure University	NY	Dean of Business
St. Edward's University	TX	Dean of the School of Natural Sciences
St. Edward's University	TX	Dean of the School of Humanities
St. Edward's University	TX	Vice President for Academic Affairs
St. Edward's University	TX	Dean of the School of Management and Business
St. Edward's University	TX	Dean of the School of Natural Science
St. Edward's University	TX	Vice President for Financial Affairs
Stephens College	MO	Dean of the School of Performing Arts
Stephens College	MO	Vice President for Academic Affairs
Stephens College	MO	Dean of the School of Health Sciences
Stephens College	MO	Dean of Graduate and Continuing Studies
SUNY Buffalo State	NY	Chief Diversity Officer

SUNY Buffalo State	NY	Vice President of Finance and Management
SUNY Buffalo State	NY	President
SUNY Buffalo State	NY	Provost and Vice President for Academic Affairs
SUNY Empire State College	NY	Vice President for Advancement
SUNY Empire State College	NY	Vice President for Enrollment Management
SUNY Geneseo	NY	Dean of Education
SUNY Morrisville State College	NY	President
SUNY New Paltz	NY	Dean of the School of Business
SUNY New Paltz	NY	Dean of the School of Fine and Performing Arts
SUNY New Paltz	NY	Provost and Vice President for Academic Affairs
SUNY Potsdam	NY	President
SUNY Potsdam	NY	Provost and Vice President for Academic Affairs
SUNY The College at Brockport	NY	Founding Dean of Business
Sweet Briar College	VA	Vice President for Academic Affairs and Dean of the Faculty
Sweet Briar College	VA	Vice President for Finance and Administration
Texas A&M International University	TX	Dean of Education
Texas A&M University	TX	Dean of the College of Science
Texas A&M University - Corpus Christi	TX	Provost
Texas A&M University - Corpus Christi	TX	Vice President for Student Engagement and Success
Texas A&M University - Corpus Christi	TX	Founding Dean of the College of Graduate Studies
Texas A&M University - Texarkana	TX	President
Texas A&M University - Texarkana	TX	Associate Dean and Director of Nursing
Texas A&M University - Texarkana	TX	Dean of the College of Science, Technology, Engineering, and Mathematics
Texas A&M University - Texarkana	TX	Dean of the College of Business
Texas Lutheran University	TX	President
Texas Tech University	TX	Dean of Business
Texas Woman's University	TX	Provost and Vice President for Academic Affairs
The City of Louisville	KY	Director of Health and Wellness
The College of Idaho	ID	President
The College of St. Scholastica	MN	President
The Evergreen State College	WA	President
The Foundation for Food and Agriculture Research	DC	Director of Development
The Phi Beta Kappa Society	DC	Secretary and CEO
The University of Alabama	AL	President
The University of Alabama	AL	President
The University of Alabama System	AL	Vice Chancellor for Finance and Administration
Thomas University	GA	President
Towson University	MD	Provost and Vice President for Academic Affairs
Towson University	MD	Dean of the College of Education
Trinity University	TX	President
Trinity University	TX	Vice President for Advancement and Alumni Relations
Trinity University	TX	Vice President for Academic Affairs
United States International University-Africa	International	Vice Chancellor
University of Alaska Anchorage	AK	Dean of the College of Arts and Sciences
University of Alaska Anchorage	AK	Dean of Education
University of Alaska Anchorage	AK	Dean of the College of Health
University of Alaska Anchorage	AK	Dean of the School of Engineering
University of Alaska Anchorage	AK	Dean of the College of Engineering
University of Alaska Anchorage	AK	Provost
University of Alaska Anchorage	AK	Dean of the Community and Technical College
University of Alaska Anchorage	AK	Director of the Institute of Social and Economic Research
University of Alaska System	AK	President
University of Arkansas at Fort Smith	AR	Vice Chancellor for Finance and Administration
University of Arkansas at Little Rock	AR	Dean of Engineering and Technology
University of Arkansas at Little Rock	AR	Provost and Vice Chancellor for Academic Affairs
University of Arkansas at Little Rock	AR	Director of UALR Institute on Race and Ethnicity
University of Arkansas at Little Rock	AR	Dean of the College of Arts, Letters, and Sciences
University of Arkansas at Little Rock	AR	Dean of the College of Education and Health Professions
University of Arkansas at Little Rock	AR	Dean of the Donaghey College of Engineering and Information Technology
University of Central Florida	FL	Dean of the College of Business
University of Dallas	TX	Dean of Business
University of Detroit Mercy	MI	President
University of Findlay	OH	Vice President for Advancement
University of Louisiana at Lafayette	LA	Provost and Vice President for Academic Affairs
University of Louisville	KY	Dean of Engineering
University of Louisville	KY	Executive VP for Health Affairs
University of Louisville	KY	Executive VP for Research and Innovation
University of Louisville	KY	Associate Vice President of Research and Innovation
University of Louisville	KY	Dean of the College of Business
University of Louisville	KY	Dean of the School of Medicine
University of Louisville	KY	Dean of the School of Public Health and Information Sciences
University of Louisville	KY	Dean of the College of Arts and Sciences
University of Louisville	KY	Dean of the College of Education and Human Development
University of Louisville	KY	Senior Vice President for Finance Administration and Chief Operating Officer
University of Louisville	KY	Vice President for Strategy and General Counsel
University of Louisville	KY	Dean of the Kent School of Social Work
University of Mary Washington	VA	Founding Dean of Business
University of Minnesota Duluth	MN	Provost and Vice Chancellor for Academic Affairs
University of Minnesota Duluth	MN	Vice Chancellor for Student Life
University of Minnesota Duluth	MN	Executive Vice Chancellor for Academic Affairs
University of Missouri-Kansas City	MO	Vice Provost for Online Learning and Distance Education
University of Nebraska - Lincoln	NE	Dean of the College of Engineering
University of Nebraska - Lincoln	NE	Senior Vice Chancellor for Academic Affairs
University of Nebraska Kearney	NE	Vice Chancellor for Business and Finance

University of North Carolina at Greensboro	NC	Head Men's Basketball Coach
University of North Dakota	ND	Dean of the School of Law
University of North Texas at Dallas	TX	Vice President of Advancement
University of Northern Iowa	IA	Dean of the College of Education and Richard O. Jacobson Endowed Chair of Leadership in Education
University of Redlands	CA	Dean of the College of Arts and Sciences
University of South Alabama	AL	Dean of the Mitchell College of Business
University of South Alabama	AL	Dean of the College of Education
University of South Alabama	AL	Dean of the Pat Capps Covey College of Allied Health Professions
University of St. Thomas	TX	Vice President of Institutional Advancement
University of Wisconsin Colleges and Extension System	WI	Campus Executive Officer/Dean-Fox Valley
University of Wisconsin Colleges and Extension System	WI	Campus Executive Officer/Dean-Manitowoc Campus
University of Wisconsin Colleges and Extension System	WI	Campus Executive Officer/Dean-Marathon County Campus
University of Wisconsin Colleges and Extension System	WI	Campus Executive Officer/Dean-Marshfield-Wood County Campus
University of Wisconsin Colleges and Extension System	WI	Campus Executive Officer/Dean-Rock County
University of Wisconsin Colleges and Extension System	WI	Campus Executive Officer/Dean-Washington County Campus
University of Wisconsin Colleges and Extension System	WI	Campus Executive Officer/Dean-Waukesha Campus
University of Wisconsin-Milwaukee	WI	Dean of Freshwater Sciences
University of Wisconsin-Whitewater	WI	President
Ursinus College	PA	President
Utah Valley University	UT	Senior Vice President for Academic Affairs
Utah Valley University	UT	Vice President for Development and Alumni Relations
Utica College	NY	Vice President for Financial Affairs
Walsh College	MI	Chief Academic Officer
West Chester University of Pennsylvania	PA	Dean of the College of Business and Public Affairs
West Chester University of Pennsylvania	PA	Vice President for Information Services and Technology
Western New Mexico University	NM	President
Western University of Health Sciences	CA	President
Westfield State University	MA	Vice President for Administration and Finance
Westfield State University	MA	Vice President for Institutional Advancement
Westminster College	UT	Dean of the School of Education
Wheaton College	IL	Vice President for Finance and Administration
Whitman College	WA	Founding Director and Associate/Full Professor of Computer Science
Whitworth University	WA	Dean of Arts and Sciences
Whitworth University	WA	Dean of the School of Global Commerce and Management
Whitworth University	WA	Vice President for Student Life
Whitworth University	WA	Provost and Executive Vice President
Widener University	PA	Dean of Arts and Sciences
Widener University	PA	Dean of Education, Innovation and Continuing Learning
Widener University	PA	Dean of Nursing
Widener University	PA	Dean of the School of Law - Delaware
Widener University	PA	Dean of the School of Law - Harrisburg
Widener University	PA	Director of the Wolfram Memorial Library
Widener University	PA	Dean of the School of Business Administration
Widener University	PA	Director of Library and Instructional Services
Wingate University	NC	Provost
Wittenberg University	OH	Provost
Woodbury University	CA	President
Xavier University of Louisiana	LA	Senior Vice President for Academic Affairs