



**BOARD OF
REGENTS**
STATE OF IOWA

**Consulting Services
President, University of Iowa
Statement of Qualifications**

Dr. Ann Die Hasselmo
Senior Consultant

Dr. Bernadette Gray-Little
Senior Consultant

Dr. Christopher N. Butler
Consultant

Due: October 26, 2020

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October 19, 2020

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

Dear Mr. Braun:

Thank you for the opportunity to express our interest in partnering with you on the recruitment of the President for the University of Iowa. It is our understanding that the institution is seeking a visionary and collaborative leader with a history of success in large and complex institutions of higher education. Academic Search would be honored to assist you in this important search.

I am delighted to propose Dr. Ann Die Hasselmo, Dr. Bernadette Gray-Little, and Dr. Christopher N. Butler to serve as the consulting team for your search. While more detailed information will be found in the body of this document, I want to highlight our team's rich experience in public higher education and their knowledge of and affinity for heartland institutions. I am confident that their decades of higher education and recruiting experience, along with Academic Search's proven approach, will yield a pool of outstanding candidates from whom to choose your next President.

Academic Search's breadth of knowledge, methodical yet flexible approach, and accomplished consultants will be assets in finding and appointing your new President. With more than 40 years of experience specializing in higher education searches, Academic Search offers our clients extensive knowledge and a broad collection of resources that are second to none. 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 appreciate the opportunity to present this information to you. We pride ourselves on our ability to customize our search process, outlined in this proposal, to address your needs and goals. It would be our pleasure to assist you with the very important responsibility of finding a dynamic and visionary leader to serve as the President for the University of Iowa.

Sincerely,

A handwritten signature in black ink that reads 'L. Jay Lemons'.

L. Jay Lemons
President

Minimum Qualifications

1. Academic Search is a member of the Association of Executive Search and Leadership Consultants (AESC), which is the professional organization that sets worldwide standards in executive search and leadership. Additionally, Academic Search adheres to the AESC Code of Professional Practice. As a member, Academic Search chooses to exceed both industry norms and the expectations of our partner institutions because AESC membership demands that members are the most ethical, rigorous, and transparent firms in the profession.

All of us at Academic Search also recommit ourselves to supporting the work of our institutional partners who seek to redress past inequities and to assure that the value and dignity of all are protected and celebrated. To this end, we have come together with other members of the AESC in signing the AESC Diversity Pledge. There is urgent work to be done, and we remain steadfast in our commitment to examining our own implicit biases and privileges, as well as their impacts. As thought leaders, we are dedicated to making a difference through the vital role we play in serving the cause of higher education. This guiding principle is why we also remain committed to exposing every search to the broadest range of potential candidates through strategic placement of position announcements and direct contact with prospective applicants who represent the entire spectrum of diversity, and have included implicit bias training for search committees whenever possible. In addition, as an organization, we have an internal Steering Committee for Diversity, Equity, and Inclusion; fund fellowships for leadership development programs for persons from underrepresented groups; and have made diversity a high priority in our recruitment of internal team members.

2. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

Academic Search's values proposition is based on providing service that our partner institutions can rely on unequivocally to achieve their recruitment goals and to support their overarching missions. The four pillars of our proposition are:

EXPERTISE: Academic Search brings a deep understanding of college and university processes from specializing in higher education searches for more than 44 years, and our accomplished consultants have an intimate understanding of what makes a successful executive leader. Our senior consultants are seasoned and thoughtful leaders who have vast professional networks and a combined 1600 years of higher education service and experience. They bring this expertise directly to our partner institutions through their hands-on involvement in the recruiting, evaluation, and vetting of each candidate pool for every search.



EXCELLENCE: We organize, manage, and inform a search process that is customized to the particular and unique needs of each of our partner institutions. We have designed a professional search model that is thorough and effective. We are diligent in achieving search milestones and deliverables within the approved search schedule, in a manner that promotes a positive impression of the partner institution in the greater higher education community. We offer expert advisement and counsel at each stage of the search, and provide evolving information on best practices, market forces, and other factors that may impact the completion of the search.

REACH: Our active involvement in leadership development programs extends our reach, relationship-building, and recruitment of potential candidates to every search. Academic Search is unmatched in access to and knowledge about both current and rising leaders in higher education. We leverage the extensive networks of our consultants to gain access to a wide, diverse, and ever-expanding group of highly qualified potential candidates and referrals forged from relationships they developed from having previously served in campus leadership roles across the country.

TRUST: We are honest with our partner institutions and candidates; we respect and protect the confidentiality of all candidate and nominee data as well as search committee conversations throughout the search process and in perpetuity. We are reliable and ethical in our commitment to working discreetly with an institution and particularly with the search committee chair and hiring authority.

Emphasis on Diversity in Recruiting

Academic Search demonstrates the value it places upon all aspects of diversity through its organizational behavior as well as throughout the institutional recruitment and hiring processes it provides to the higher education institutions it serves. Academic Search has intentionally developed a staff and consulting team that philosophically and practically represents and supports the diverse populations that make up our nation.

Our searches are designed to present opportunities to the broadest possible population of qualified professionals, and to cultivate and recruit into our candidate pools individuals of exceptional skill and talent without regard to personal characteristics unrelated to position requirements. We successfully identify and place in higher education leadership positions individuals with the skill sets and experiences sought by our partner institutions who arise from multiple cultural and ideological backgrounds, or who represent diversity in other aspects such as gender or sexual orientation, physical ability, age, or veteran status.

Through our relationship with the American Academic Leadership Institute (AALI), our non-profit parent company, which offers leadership development programming for higher education administrators, we provide grants for the development of the Millennium Leadership Institute for people of color and women. Our consultants work pro-bono with this program, as well as with other national education associations in creating and networking with leadership



development programs that are inclusive and engaging for diverse persons seeking leadership positions in higher education. Having access to and developing a record of success with these programs, particularly those of the American Academic Leadership Institute, uniquely enables us to help institutions of higher education meet their diversity goals and aspirations.

In the past five years, nearly 60% of the searches conducted by Academic Search have resulted in the placement of individuals in leadership positions from various diverse communities.

To achieve our outstanding results in assembling diverse and inclusive candidate pools, Academic Search:

- Assists the partner institution in understanding and addressing the market forces and cultural/social factors that may influence the institution's ability to attract diversity in the candidate pool.
- Designs a broad initial outreach to expose each opportunity to all qualified professionals in majority- and minority-serving institutions and organizations across the nation.
- Proposes a position advertising plan that includes venues assuring exposure of the opportunity to professionals across the diversity spectrum.
- Publishes in all position advertising language the inclusion policy of the client institution and an invitation for all qualified prospects to apply.
- To the extent needed by the partner institution, develops for reporting purposes a survey to capture demographic information about applicants that is voluntary and anonymous; adheres to federal, state, and local regulations; and aggregates data on the ethnic, gender, and other diversity-related characteristics of candidates.
- Intentionally seeks nominations and candidacies of individuals with a history of employment in woman and minority-serving institutions.
- Makes direct contact with candidate prospects to advocate for the institution, provide details of the position, answer questions, including those relating to inclusion, and cultivate candidacies.
- Assists the search committee in developing procedures and instruments that assure objective evaluation of candidate fit based solely on the parameters and requirements of the position.
- Throughout the search, provides advisement and information on best practices for achieving diversity in the recruiting and hiring process.

3. As a part of its comprehensive search process, Academic Search facilitates the development of a thorough position profile that includes descriptions of the institution and its governance system, strategic priorities, financial position, accreditation status, the parameters of the position and lines of authority, and the required and preferred qualifications being sought in candidates. This profile is posted on Academic Search's website and shared widely with potential candidates and sources of nominations.

4. Academic Search is cognizant of the parameters of the Open Meetings and Open Records Acts and as an organization serving institutions nationwide is comfortable dealing with the legal requirements surrounding public information. All legal effort is made to protect the confidentiality of the candidate pool and the institution. Procedural issues relating to public information statues will be part of the pre-search planning phase of service.

5.1.1 Executive Summary

The following proposal details how we organize, manage, and inform a process of institutional analysis, recruitment, application review, interviews and referencing that is designed to meet the unique needs of the University of Iowa. Our standard search process is built upon years of experience, and is comprised of the following steps, which will be tailored to the specific needs and circumstances of the presidential search.

1. Organization of the Search

A successful search cannot happen without proper organization. Academic Search will work side-by-side with the University Presidential Search and Screen Advisory Committee and the Board of Regents to establish a detailed schedule for the search and to set priorities and goals for each phase of the process.

2. Analysis of Institutional Needs

It is critical for a firm to recognize and respond to the singular qualities each institution possesses, and to search for the candidates who represent not only the hard qualifications for each position, but also the best fit for the institution. Academic Search will meet with key University stakeholders, listening to their preferences and needs before developing search criteria, a position profile, and an advertising plan designed to present the opportunity directly to highly qualified and diverse potential candidates.

3. Recruitment of a Strong and Inclusive Candidate Pool

The presidential search will include a nationwide outreach, publication of the position announcement in venues identified as targeting broad and diverse populations of qualified professionals, and personal contact with targeted individuals, including those successfully employed and not actively seeking new opportunities. Academic Search will engage in active recruitment of candidates through personal networks and conduct phone and video meetings, advocating for the University of Iowa.

4. Candidate Evaluation and Selection

Academic Search will work with the University Presidential Search and Screen Advisory Committee to review and evaluate applications, using criteria established during the analysis of institutional needs, to identify top-tier candidates for semifinalist interviews.

5a. Interviews and Candidate Vetting

Once the semifinalists have been chosen, interviews are scheduled. Semifinalist interviews can be conducted through videoconferencing, at the request of the University.

5b. Interviews and Candidate Vetting

Following the first-round interviews and the selection of finalists by the Committee, Academic Search conducts background checks, reference calls, and degree verifications on the finalists.

6. Facilitation of the Appointment

Upon the selection of finalists, the senior consultants continue to facilitate the final recruitment, selection, and appointment process, assisting the Board of Regents as needed, and helping to announce the appointment publicly as well as with other transition-related activities.

5.1.2 Institutions Served by Academic Search

Since its foundation as Presidential Search Consulting more than 40 years ago, the organization now known as Academic Search has facilitated more than 1,910 searches for institutions of higher education and related organizations. To avoid interrupting the reader of this document, the full list of institutions served is shown as an appendix, with public systems, four-year public institutions, and related organizations shown in bold font.

Key Performance Measures

- Academic Search has been named to Hunt Scanlon’s list of the top 50 search firms in the nation across all industry sectors.
- Since its inception, Academic Search has completed more than more than 865 presidential or chancellor searches.
- Over the past five years, Academic Search has completed more than 490 presidential, vice-presidential, and dean searches.
- In the past five years, 59% of all searches conducted by Academic Search have resulted in the appointment of a woman and/or person of color.
- Demonstrating the practice’s 99% satisfaction rate based on partner institution feedback, 58% of Academic Search’s searches over the last five years have originated from existing or former partner institutions who re-engage our organization after an initial successful experience.
- Since 2015, 99.8% of Academic Search’s searches have closed successfully with the hire of a select candidate.
- 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”:
 - 93% of all presidential/chancellor appointees remain in office
 - 86% of all vice presidential/chancellor appointees remain in office
 - 92% of all dean appointees remain in office

5.1.3 Contacts

Management Contact: The primary contact for contractual issues or issues arising during a search that cannot be managed by the assigned search team is:

Shawn M. Hartman
Chief Operating Officer
Academic Search, Inc.
1015 18th Street NW, Suite 510
Washington, DC 20036
P: 202-332-4049
F: 202-234-7640
Email: Shawn.Hartman@academicsearch.org

Search Personnel Contact: The primary contact during the search process is the lead consultant.

Dr. Ann Die Hasselmo
Senior Consultant
Email: Ann.Hasselmo@academicsearch.org

Should the firm be engaged for the search, 24-hour contact information including personal cell phone numbers will be provided to the Board of Regents and the chair of the University Presidential Search and Screen Advisory Committee.

At the beginning of the search process, a communication plan will be finalized. This plan will include providing the Board of Regents and the Committee with regular reports and communications relating to the search and a means of ad hoc communications to provide special reports or address emerging issues throughout the process. Barring circumstances that cannot reasonably be anticipated, Academic Search is usually responsive to an inquiry within minutes to a few hours and fully responsive within 24 hours.

Consulting Team

One of the hallmarks of Academic Search is our use of a team approach that involves one or more senior consultants who have served in leadership positions in a variety of college and university settings as well as consultants and associate consultants who bring additional insight and understanding to the service of our clients. Search teams are carefully structured to align the consultants' familiarity with the actual roles for which they are recruiting and with the needs of the institution. The consultants understand the qualities required for effective work in the advertised position, as well as the changing needs of diverse groups of colleagues and students. Academic Search's senior consultants have had experience with public and private institutions, governing boards, higher education associations, and human resource management. For each search that we conduct, and in addition to our varied avenues of

recruiting outreach, the senior consultants seek nominations or potential nominators' names from other consultants at the firm to broaden the recruiting reach. Having our consultant teams come from higher education provides significant added value in higher education executive searches.

For the presidential search for the University of Iowa, Senior Consultants Dr. Ann Die Hasselmo and Dr. Bernadette Gray-Little will be joined by Consultant Dr. Christopher N. Butler. They will have direct, hands-on responsibility for all services provided to the Board of Regents and the Committee throughout the search. Their responsibilities include generating a diverse pool of outstanding candidates; establishing and maintaining close communication with the Committee and its chair as well as with the Board of Regents; making in-person or virtual visits to the campus at significant points in the search; providing regular and special reports on search progress and emerging issues; and serving as the primary contacts for all phases of the recruiting effort. During the search, the consulting team will participate in Committee meetings and ensure that all necessary agendas and supporting materials are prepared in advance. In addition, the consultants will guide the Committee through an objective evaluation and selection process as well as advise the Committee, Board, and campus on interview best practices and assist in transition-related activities once a successful appointment is made. This reliance on the direct involvement of the senior consultants is a characteristic that distinguishes Academic Search from practices that assign many of these responsibilities to junior staff and reflects our mission-focused approach.



Ann Die Hasselmo, Ph.D.
Senior Consultant

Dr. Ann Die Hasselmo is president emerita of the American Academic Leadership Institute (AALI), our parent organization, in Washington, DC. Since stepping down as president in 2014, she has been serving in the senior consultant role with Academic Search. She is also president emerita of Hendrix College and was the managing director of Academic Search Consultation Service (ASCS) prior to becoming the founding president of AALI. Her earlier career in higher education administration spanned positions from faculty leadership to the presidency. She served in both public and private colleges and universities and held a variety of chairs and presidencies of national higher education boards and associations. She was an ACE Fellow in 1986 at the College of William & Mary. In 2014, Dr. Hasselmo received the annual Distinguished Service Award from the Council of Independent Colleges in recognition of her work in identifying and developing leadership talent for independent higher education. Also, in 2014, she received the Annual Distinguished Leadership and Service in Higher Education Award from the American Association of State Colleges and Universities, recognizing her work in developing the next generation of leadership for the academy.

Dr. Hasselmo is past chair of the National Association of Independent Colleges and Universities (NAICU); the Educational and Institutional Insurance Administrators Consortium (EIIA – a

consortium consisting of over 130 colleges and universities (including Lutheran institutions) which organized to provide pooled institutional, faculty, and staff insurance); the National Collegiate Athletic Association (NCAA) Division III Presidents Council; the American Council on Education's (ACE) Council of Fellows; ACE's Commission on Governmental Relations; the Southern Collegiate Athletic Conference; the Associated Colleges of the South; and the National Association of Schools and Colleges of the United Methodist Church (NASCUMC). Her memberships have included the NCAA Executive Committee, the Boards of the National Merit Scholarship Corporation, Air University Board of Visitors of the United States Air Force (which oversees all the education, other than the Air Force Academy, provided by the USAF from community college to doctoral programs), and the Foundation for Independent Higher Education. In 2008, she served on a team of three to create a strategic plan for the United Arab Emirates University to fulfill its goal of becoming an internationally recognized research university. Outside higher education, Dr. Hasselmo recently rotated off the Board of Acxiom Corporation where she had served for 22 years, most of those as chair of the Governance/Nominating Committee. These professional networks, as well as contacts established during her presidency of AALI and as managing director of ASCS, give her access to the country's most talented candidates for senior executive positions and a comprehensive understanding of leadership qualifications.

Dr. Hasselmo graduated summa cum laude from Lamar University in Beaumont, Texas, earned a master's degree from the University of Houston, and received a Ph.D. in psychology from Texas A&M University.



Bernadette Gray-Little, Ph.D.
Senior Consultant

Throughout her career, Bernadette Gray-Little, who joined Academic Search in the fall of 2018, has been a catalyst for positive change, academic distinction, and operational excellence. Under her leadership as Chancellor at the University of Kansas, where she served from 2009-2017, the University successfully launched innovative new degree and research programs while streamlining administrative functions, reducing costs, and improving efficiency. In addition, she launched and oversaw a highly successful capital campaign, raising a record-breaking \$1.6 billion and exceeding the campaign goal by more than 30%.

Dr. Gray-Little oversaw more than 50 capital improvement projects totaling \$700 million implemented across the Lawrence, Kansas campus, the Edwards Campus in Overland Park and the University of Kansas Medical Center campuses in Kansas City, Wichita and Salina. Other achievements include the expansion of the schools of Engineering and Medicine and construction of the new Health Education Building at the University of Kansas Medical Center. While Chancellor, Dr. Gray-Little served on the Board of Directors of the Association of American Universities (AAU) and as Chair of the Board of the Association of Public and Land-grant Universities (APLU).

Prior to joining the University of Kansas, Dr. Gray-Little held multiple leadership positions at the University of North Carolina – Chapel Hill, including Executive Vice Chancellor and Provost, Dean of the College of Arts and Sciences, Executive Associate Provost, Senior Associate Dean for Undergraduate Education, Chair of the Department of Psychology, and Director of Undergraduate Studies. Her successes there include establishing the Office of Undergraduate Research and overseeing all aspects of undergraduate education, including a comprehensive curriculum revision initiative with an emphasis on research. She was also a faculty member in the Psychology Department.

Dr. Gray-Little holds masters and Ph.D. degrees in Psychology from St. Louis University. She earned her bachelor's degree in Psychology at Marywood College in Scranton, Pennsylvania. She was a Fulbright Fellow and a Social Science Research Council Fellow and received a Ford Foundation Senior Scholar Fellowship through the National Research Council.



Christopher N. Butler, Ph.D.
Consultant

Christopher N. Butler, Ph.D., one of our most experienced consultants, has completed over 90 executive searches at a range of institutions, including the University of Alabama, the University of Missouri, Cornell University, the Phi Beta Kappa Society, and Rutgers University. These searches have included chief executive officers, provosts and the full range of cabinet-level vice presidents, and deans of major academic units. Along with executive positions, he has also completed searches for endowed chairs at institutions looking to grow and strengthen faculty

research capacities.

Trained as a cultural anthropologist with a Ph.D. from the University of Wisconsin-Madison, Dr. Butler has worked with diverse and historically marginalized populations, including during fieldwork while living within the Cherokee Nation of Oklahoma. With that professional background and perspective, he initiates searches by meeting with and listening to the perspectives of a broad range of stakeholder groups to develop search material and strategies that speak to the unique culture of each institution. This attention to culture, place, and mission allows him to search for candidates who are strong matches for that unique institution and its needs, as well as to present and discuss a rich sense of the institution to candidates and nominators.

These strategies and his personal commitment to advancing leadership in higher education result in robust and talented applicant pools. As a cultural anthropologist, he emphasizes diversity and inclusion throughout the search process, developing rich and diverse candidate pools and working with committees to ensure equitable evaluation and fair search processes. He is committed to the success of each search and works closely with committees and institutional leadership to find the best candidate for the institution's advancement through

active recruiting, well-constructed interviews, and deep and thorough vetting. He is professionally proud that many of his partner institutions have asked him to assist in additional searches owing to rich candidate pools and successful appointees.

Search Support

In addition to the senior consultants and consultant, the search will be supported by an associate consultant with extensive training in sourcing, networking, and candidate generation. The associate consultant will help to identify prospects for initial outreach, maintain a log documenting each consultant's interactions with candidates, work with semifinalists on the logistics of their interviews, compile information about select candidates, and manage administrative tasks throughout the search, including preparing written documents and assisting the consultants during committee meetings and semifinalist interviews as needed.

The search will also be supported by our Washington, D.C.-based professional team that includes these professionals:

Shawn M. Hartman, Chief Operating Officer

Mr. Hartman is responsible for the financial, program, and administrative management of Academic Search, which includes ensuring that day-to-day operations run smoothly and that all necessary resources are allocated to complete a successful search.

Kelly M. Daniels, Director of Technology and Research Services

Ms. Daniels provides technological support to the entire Academic Search team and to each campus with which we work. She ensures university officials can access all application materials and documents used in searches and assists candidates with video conferencing needs should that be requested.

Samuel H. Becherer, Assistant Director of Technology Services

Mr. Becherer assists with technology and research services and is primarily responsible for the continuous updating of Academic Search's proprietary database of more than 95,000 records, which provides the most effective tool for identifying and tracking potential candidates.

5.1.4 References

THE UNIVERSITY OF ALABAMA

700 University Boulevard East
Tuscaloosa, AL 35401

Dr. Stuart R. Bell
President
205-348-5100
president@ua.edu



Role: Dr. Bell is the placed candidate in the University's presidential search and has since re-engaged the firm.

Searches Facilitated: Assistant Vice President for Enrollment Management; Associate Vice President and Executive Director for Enrollment Management; Chair of the Department of Geological Sciences; Dean of the School of Social Work; Dean of the College of Arts and Sciences; Dean of the Honors College; Executive Vice President and Provost; President; Vice President for Financial Affairs and Treasurer; Vice President for Research and Economic Development; Vice President for Student Life

THE UNIVERSITY OF ALABAMA, HUNTSVILLE

301 Sparkman Drive
Huntsville, AL 35899

Finis St. John IV
Chancellor of The University of Alabama System
205-348-4840
chancellor@uasystem.edu

Role: Hiring Authority

Search Facilitated: President (Note: Dr. Hasselmo also facilitated a search for the Vice President for Finance and Administration for The University of Alabama, Huntsville.)

UNIVERSITY OF NEW MEXICO

1 University of New Mexico
Albuquerque, NM 87131

Dr. Garnett Stokes
President
573-882-2121
presidentstokes@unm.edu

Role: Hiring Authority

Searches Facilitated: University Counsel (Note: Dr. Stokes also served as the hiring authority when Dr. Hasselmo facilitated a search for the Dean of the College of Arts and Science for the University of Missouri, where Dr. Stokes previously served as provost and executive vice chancellor for academic affairs.)

KANSAS STATE UNIVERSITY

Manhattan, KS 66506

Dennis A. Mullin
Chair of the Board, SPS Companies
Former Chair, Kansas Board of Regents
785-587-5118

Role: Search Committee Chair
Search Facilitated: President

5.1.5 Search Schedule/Time Commitment

COVID-19

During this challenging time, Academic Search is committed to serving our partner institutions while maintaining the health and safety of their employees, our staff, and the candidates involved in our searches. While our consultants and staff are currently working remotely to mitigate the spread of the coronavirus, we have further enhanced our technological capabilities in order to facilitate the fully effective, comprehensive, nationwide searches you have come to expect. As the impact of COVID-19 requires us all to rethink the way we work, our commitment to providing a process that ensures your institution has the right people in place to meet the challenges of the future remains firm. Until we are able to recommence in-person visits, our technological capabilities allow us to conduct interviews, meetings, and high-participation town halls remotely, and we have technical staff onboard to assist you. Our expert consultants are available to help you think through factors impacting timing, process, and search parameters, and our experienced team continues to offer their expertise and creative solutions to help you address your recruiting needs.

Proposed Process and Services

Academic Search brings deep, specialized experience assisting colleges, universities, and other education-related institutions. Adhering to best practices and principles and working collaboratively with the Board of Regents and the Committee, we will tailor the search to the distinctive needs and expectations of the institution to successfully recruit outstanding candidates from whom you will choose your next President. We perform all consulting assignments—including research, administrative, and logistical support—diligently and with an exceptional degree of knowledge, thoroughness, and urgency, while adhering to our core commitment to the primacy of our client’s decision-making authority.

Searches conducted by Academic Search follow a time-tested, yet flexible process built upon years of experience. The comprehensive search is comprised of the following steps, which we will adapt to the specific needs and processes of the Board and the University for the presidential search.

Services provided will include, but not be limited to, those outlined in the subject Request for Qualification, which are included and made a part herein. It is Academic Search’s intention to meet or exceed the requirements cited, whether expressly stated in our proposal or not.

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

The timeline for implementation assumes the appointment of the search firm in mid-November 2020, based on the tentative schedule outlined in the RFP, and a conference with the Board of Regents and the Committee soon thereafter, to be followed by pre-search conversations with campus constituencies.

The timeframes shown are proposed for your consideration and will be modified and refined in consultation with the Board and/or Committee.

Organization of the Search Process

Upon Contract Signing

Academic Search provides guidance based on experience and best practices, bringing our deep experience to the service of the institution. The consultants work side-by-side with the partner institution to set specific goals and develop operating guidelines for the search.

- Assist in structuring the overall process;
- Offer counsel on the makeup of the search committee, the charge to the committee, and a statement on search ethics and confidentiality;
- Negotiate the search timeline in consultation with the Board and the search committee;
- Assist as needed in reviewing a current and accurate position description;
- Develop web-based communication tools for use in position marketing and the recruitment process;
- Draft correspondence as needed for all phases of the search;
- Establish a communication plan to keep candidates, the search committee, the Board, and the community appropriately apprised of search progress.

Analysis of Institutional Needs

Mid- to Late November 2020

Academic Search interviews institutional constituents and learns the history and culture of the institution and the specifics of position qualifications, then assists in defining the required and preferred credentials, experience, skills, and attributes that will guide the committee's evaluation of the candidate pool.

- Complete intensive interviews with key constituency groups and stakeholders;
- Review publications and reports provided by the Board of Regents and the University;
- Work with the search committee to develop and finalize the institutional needs analysis, including:
 - List of strengths and challenges;
 - Statement of priorities and needs;
 - Specific leadership characteristics sought in a successful candidate.
- Assist in developing a comprehensive institutional profile featuring information about the position, the University of Iowa, its governance system, accreditation and fiscal positioning, its strategic priorities, and the Iowa City community.

Recruitment of a Strong and Inclusive Candidate Pool

**December 2020 –
Mid-February 2021**

For every position, Academic Search develops a unique candidate pool that includes a high percentage of individuals already successfully employed and not actively seeking new



opportunities (passive candidates) but attracted to the search by the firm's advocacy on behalf of the client. Essential to achieving the involvement of passive candidates are:

- the use of established best practices in developing relationships with prospective candidates that allow their cultivation for specific opportunities;
- reassuring potential applicants that their confidentiality will be protected as completely as possible throughout the search process;
- effectively staging evaluation procedures to provide the security prospects need to feel comfortable and to appreciate that they have a full understanding of the partner institution and the position, and that their current employment will not be jeopardized by their exploration of the opportunity the search provides.

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

- Develop a national advertising strategy and place ads in venues approved by the partner institution;
- Research the market for potential candidates both through the firm's existing database and using external resources;
- Identify a target audience for the position;
- Directly contact nominators and potential candidates through e-mails and phone calls;
- Follow-up with nominated prospects;
- Recruit highly qualified candidates through direct contact, advocating for the partner institution, answering questions, identifying areas for additional information gathering, and assessing prospect characteristics in comparison to the established criteria as well as values congruence with the institution and enthusiasm for the opportunity;
- Maintain regular contact with the candidate pool throughout the rest of the process to keep them apprised of their status in the search, and to retain their interest in the opportunity;
- Establish a password-protected website accessible only to the appropriate individuals within the partner institution (search committee, hiring authority, human resources liaison) and post candidate application materials and supportive information for review of the candidate pool.

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

Search Committee Evaluation of the Candidate Pool

Late February 2021

- Support the search committee chair in implementing a selection process to reduce the number of candidates under consideration from the full pool to a short list of semifinal candidates for first round interviews;

- Provide rubrics based on the advertised position criteria and provide training to the search committee in candidate review technique, if required;
- Offer additional insights to assist in identifying the top candidates to invite to semifinalist interviews;
- Assist the search committee with on-list reference checks prior to semifinalist interviews.

Semifinalist Interviews

March 2021

- Assist the search committee chair and liaison in planning semifinalist interviews, including establishment of a uniform, objective process so that the experience is equitable for all candidates;
- Provide, as necessary, sample questions, model evaluation instruments, or other tools to assist the committee in its deliberations;
- Provide logistical support before, during, and after the interviews;
- Maintain communication with semifinalists to assess ongoing interest in the opportunity and address any concerns that arise;
- Facilitate the selection of finalists and complete due diligence through off-list reference checks, social media research, and, if requested, background investigations consistent with local law and regulation and institution policy. Depending on requirements, this may include driving and credit history, history of civil and criminal litigation, independent confirmation of academic credentials, or other background research.

Finalist Interviews

April 2021

- Provide guidelines for finalist candidate interviews and advise the liaison who will arrange logistics;
- Recommend a process for gathering feedback from all who meet with the finalists;
- Maintain contact with finalists to gauge and enhance their interest in the position;
- Assist the committee in recording the strengths and weaknesses of finalists to be provided to the Board of Regents according to the initial charge.

Facilitation of the Appointment

Late April – Early May 2021

Academic Search's consultants will assist with bringing the process to a successful conclusion.

- Assist with informing candidates of the status of the search;
- Assist with development and publication of the announcement of the appointment;
- Facilitate, as requested, an initial planning and agenda-setting meeting between the Board of Regents and the President-elect;
- Provide the appropriate transition-related consultation.

5.1.6 Stakeholder Involvement

It is Academic Search's belief that the solicitation of broad input into the process during the initial stages of a presidential search results in higher levels of constituent buy-in and satisfaction with the final hiring decision. For that reason, Academic Search prefers a process that includes gathering information from the range of stakeholder groups who will be impacted by the new President or who have specialized knowledge and understanding of the institution's strengths and challenges. These constituent groups include:

- The Board of Regents;
- The Search and Screen Advisory Committee;
- Leadership of other system institutions;
- The current President;
- Members of the presidential cabinet and University Foundation leadership;
- Associate and assistant departmental or divisional officers and staff;
- Academic and teaching personnel including Deans, departmental Chairs, Directors, and faculty;
- Members of any other institutional advisory committees;
- Volunteers and donors;
- Students, student families, and alumni;
- Major vendors and government and community partners;
- Others identified as key by the Board or Committee.

Inclusion of many voices in the search process has a number of beneficial results. First, it assures institutional constituents that their knowledge and concerns are being taken into account. Second, it provides the Board, the Committee, and the consultants with a broad understanding of the needs of the institution from all perspectives, allowing the development of effective and meaningful criteria to guide the recruitment and evaluation process. Continuing to involve constituents appropriately at reasonable intervals in the process by informing them of search progress, and including them in the finalist evaluation phase of the search demonstrates the Board's transparency, the impact of constituents' initial input and its use in evaluating candidates, and validates the process as an objective process with an outcome based on relevant skill and experience and desirable professional characteristics.

6. Search Fees, Guarantee, and Non-Solicitation Pledge

Academic Search proposes to facilitate a comprehensive nationwide search for the new President for the University of Iowa in consideration of a professional fee of \$150,000.

Our professional fee covers all expenses associated with our work other than discretionary costs for travel, advertising, and background investigations. These expenses are billed directly to the client, at actual cost, supported by invoices or receipts. Academic Search does not impose an additional administrative fee for its services.



An estimate of the reimbursable costs is shown below. This estimate does not include costs of candidate travel and accommodation, which will be dependent on the number and location of candidates selected for in-person interviews. Academic Search will assist candidates in making such arrangements pursuant to the policies of the Board of Regents and the University, and will, if desired, assemble candidate receipts and information for reimbursement by the institution.

Estimated reimbursable search-related expenses:

Consultant Travel (assuming the consultant makes 2-3 visits to campus and participates in semifinalist interviews)	\$7,000*
Advertising (includes online only)	\$3,000
Finalists' Background Checks (assuming 3 finalists)	\$1,500

*Note, the expenses cited are for actual travel only. Participation in virtual meetings, conferences, and interviews is included in the professional fee.

During the pre-search meetings, the senior consultants will work with the Board of Regents and/or Committee to review costs and cost-saving measures. The framework for travel and advertising expenses is reviewed and approved by the responsible University official. After finalist candidates are chosen and if the Board desires, Academic Search will use a third-party firm to conduct degree verifications and background checks. The cost of this service varies depending on the residency of the finalists and averages \$300-\$500 per person.

The projected advertising budget includes online only advertisements. A significant and robust pool of candidates can be attracted using online ad venues. In addition, much of our top candidate recruitment comes from our firm's own direct outreach, which is included in the professional fee. If a print ad for *The Chronicle of Higher Education* is desired, it can typically add up to \$4,000 to the cost of advertising. The senior consultants will discuss with the Committee chair whether additional print advertising would be beneficial.

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 12 months of the original contract.
- Moreover, in the very unusual event that an appointment resulting from our search is terminated for cause within 12 months or the appointee leaves within the first 12 months after first reporting to work, Academic Search agrees to conduct a second search without any additional professional fee, if 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 candidate travel, consultant travel, advertising, and background checks and an administrative fee of \$10,000.

Non-Solicitation Pledge

Academic Search prides itself on the exacting 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 chief operating officer, 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.

Appendix: Institutions Served by Academic Search

<u>Institution</u>	<u>State</u>
Abilene Christian University	TX
Accrediting Commission for Community and Junior Colleges (ACCJC)	CA
ADA University	Int.
Adams State College	CO
Adelphi University	NY
Adirondack Community College	NY
Adrian College	MI
Agnes Scott College	GA
Alabama Agricultural and Mechanical University	AL
Albion College	MI
Albright College	PA
Alfaisal University	Int.
Alfred University	NY
Allegheny University of the Health Sciences	PA
Alma College	MI
Alvernia College	PA
Alverno College	WI
American Association for Higher Education	DC
American Association of State Colleges and Universities (AASCU)	DC
American Council on Education	DC
American Islamic College	IL
American University	DC
American University in Bulgaria	Int.
American University of Afghanistan	Int.
American University of Nigeria	Int.
American University of Sharjah	Int.
American University-Central Asia	Int.
Amherst College	MA
Andover Newton Theological School	MA
Antioch University	OH
Appalachian College Association	KY
Aquinas College	MI
Arcadia University	PA
Argosy University	IL
Arizona Board of Regents	AZ
Arkansas Tech University	AR
Associated Colleges of the South	GA
Association of American Colleges & Universities	DC

Association of Catholic Colleges and Universities (ACCU)	DC
Association of Independent Colleges of New Jersey (AICUNJ) and the Independent College Fund of New Jersey (ICFNJ)	NJ
Assumption College	MA
Athens State University	GA
Atlanta University	GA
Augsburg College	MN
Augustana College	IL
Aurora University	IL
Austin College	TX
Baker University	KS
Baldwin Wallace University	OH
Ball State University	IN
Baptist Theological Seminary at Richmond	VA
Barton College	NC
Bastyr University	WA
Bates College	ME
Baylor University	TX
Bellarmino University	KY
Belmont College	OH
Beloit College	WI
Bemidji State University	MN
Berea College	KY
Berkeley College	NJ
Berry College	GA
Bethany College (WV)	WV
Bethany College (KS)	KS
Bethel College	KS
Birmingham-Southern College	AL
Black Hills State University	SD
Blackburn College	IL
Bloomfield College	NJ
Bloomsburg University of Pennsylvania	PA
Boise State University	ID
Boston University	MA
Bowie State University	MD
Bradford College	MA
Bradley University	IL
Brethren Colleges Abroad	PA
Brevard College	NC
Briar Cliff University	IA
Bridgewater College	VA

Bridgewater State College	MA
Brite Divinity School	TX
Brookdale Community College	NJ
Brooklyn College	NY
Brown University	RI
Bryan College of Health Sciences	NE
Bryant College	RI
Bucknell University	PA
Buena Vista University	IA
Cabrini College	PA
Caldwell University	NJ
California Lutheran University	CA
California State Polytechnic University, Pomona	CA
California State University, Channel Islands	CA
California State University, Chico	CA
California State University, Dominguez Hills	CA
California State University, Fullerton	CA
California State University, Long Beach	CA
California State University, Monterey Bay	CA
California State University, Northridge	CA
California State University, San Bernardino	CA
Camden County College	NJ
Capella University	MN
Capital University	OH
Cardinal Stritch University	WI
Carleton College	MA
Carlow University	PA
Carroll College	MT
Carroll University	WI
Catawba College	NC
Cedar Crest College	PA
Centenary College of Louisiana	LA
Central College	IA
Central Connecticut State University	CT
Central Methodist University	MO
Central Michigan University	MI
Central State University	OH
Chemical Heritage Foundation	PA
Chesapeake College	MD
Cheyney University of Pennsylvania	PA
Chowan College	NC

Christian Theological Seminary	IN
Christopher Newport University	VA
City University of Seattle	WA
Claremont Graduate University	CA
Claremont McKenna College	CA
Clark Atlanta University	GA
Clark State Community College	OH
Clark University	MA
Clarkson College	NE
Cleveland Institute of Art	OH
Coastal Carolina University	SC
Coe College	IA
Colby-Sawyer College	NH
Colgate Rochester Crozer Divinity School	NY
College Access Foundation of California	CA
College of DuPage	IL
College of Idaho	ID
College of Our Lady of the Elms	MA
College of Saint Benedict	MN
College of Saint Catherine	MN
College of Saint Mary	NE
College of Saint Rose	NY
College of Saint Scholastica	MN
College of Santa Fe	NM
College of Southern Nevada	NV
College of the Bahamas	Int.
College of the Holy Cross	MA
College of the Southwest	NM
College of William and Mary	VA
Colorado Mesa University	CO
Colorado State University System	CO
Columbia College	MO
Columbus College of Art and Design	OH
Columbus State University	GA
Concordia College-Moorhead	SC
Concordia University	OR
Connecticut State University System	CT
Consortium for Advancement of Private Higher Education	DC
Consortium on Financing Higher Education	MA
Converse College	SC
Coppin State University	MD

Cornell College	IA
Cornell University	NY
Corning Community College	NY
Cottey College	MO
Culver-Stockton College	MO
CUNY Borough of Manhattan Community College	NY
CUNY College of Staten Island	NY
CUNY Lehman College	NY
CUNY Queens College	NY
Cuyahoga Community College	OH
Dakota State University	SD
Dakota Wesleyan University	SD
Dana College	NE
Dartmouth College	NH
Dauphin Island Sea Lab	AL
Davis & Elkins College	WV
Daytona State College	FL
Delaware College of Art and Design	DE
Delaware State University	DE
Delaware Valley College	PA
DePaul University	IL
DePauw University	IN
Des Moines University	IA
Dickinson State University	ND
Dixie State University	UT
Doane College	NE
Dominican University	IL
Dowling College	NY
Drake University	IA
Drew University	NJ
Drexel University	PA
Drury University	MO
Duquesne University	PA
D'Youville College	NY
Earlham College and Earlham School of Religion	IN
East Stroudsburg University of Pennsylvania	PA
Eastern Connecticut State University	CT
Eastern Illinois University	IL
Eastern Kentucky University	KY
Eastern Michigan University	MI
Eastern Virginia Medical School	VA

Eastern Washington University	WA
Eckerd College	FL
Edgewood College	WI
Edison Community College	OH
Education & Inst Insurance Administrators	IL
Elizabethtown College	PA
Elmhurst College	IL
Elon College	NC
Emmanuel College	MA
Emory & Henry College	VA
Emory University	GA
Emporia State University	KS
Episcopal Divinity School	MA
Excelsior College	NY
Farmingdale State College, SUNY	NY
Ferris State University	MI
Ferrum College	VA
Finlandia University	MI
Fisk University	TN
Fitchburg State University	MA
Florida Institute of Technology	FL
Florida Southern College	FL
Florida Southwestern State College	FL
Florida State University	FL
Foothill College	CA
Foothill-De Anza Community College District	CA
Fort Hays State University	KS
Fort Lewis College	CO
Fort Valley State University	GA
Framingham State University	MA
Franciscan Missionaries of Our Lady University (Formerly Our Lady of the Lake College)	LA
Franklin Pierce University	NH
Frostburg State University	MD
Fund for the Improvement of Post-Secondary Education	DC
Fund for Theological Education	CA
Furman University	SC
Galen College of Nursing - Louisville	KY
Galen College of Nursing - Tampa Bay	FL
Gallaudet University	DC
Gannon University	PA
Garrett-Evangelical Theological Seminary	IL

General Board of HE United Methodist Church	TN
Genesee Community College	NY
George C. Marshall Foundation	VA
George Washington University	DC
Georgetown College	KY
Georgetown Teaching & Learning Center	DC
Georgia College and State University	GA
Georgia Gwinnett College	GA
Gettysburg College	PA
Goddard College	VT
Gonzaga University	WA
Goucher College	MD
Governors State University	IL
Grand Valley State University	MI
Grand View College	IA
Great Lakes Colleges Association	MI
Greensboro College	NC
Grove City College	PA
Guilford College	NC
Gustavus Adolphus College	MN
Hadley School for the Blind	IL
Hamline University	MN
Hanover College	IN
Harford Community College	MD
Harper College	IL
Hartford Seminary	CT
Hartwick College	NY
Harvey Mudd College	CA
Hastings College	NE
Haverford College	PA
Hawai'i Pacific University	HI
Heartland Community College	IL
Heidelberg College	OH
Higher Learning Commission	IL
Hilbert College	NY
Hiram College	OH
Hobart and William Smith Colleges	NY
Hodges University	FL
Hofstra University	NY
Hollins University	VA
Holy Names College	CA

Hood College	MD
Hope College	MI
Howard University	DC
Hudson Valley Community College	NY
Humboldt State University	CA
Huntingdon College	AL
Huntington Library	NY
Idaho State University	ID
Iliff School of Theology	CO
Illinois Board of Higher Education	IL
Illinois Central College	IL
Illinois Institute of Technology	IL
Illinois Wesleyan University	IL
Independent Colleges and Universities of Texas	TX
Indiana Institute of Technology	IN
Indiana State University	IN
Indiana University	IN
Indiana University of Pennsylvania	PA
Indiana University-Purdue University Columbus	IN
Indiana University-Purdue University Indianapolis	IN
Institute for Int. Education	NY
Institute for Study Abroad at Butler University	IN
Interdenominational Theological Center	GA
Iona College	NY
Ithaca College	NY
Ivy Tech Community College - Columbus	IN
Ivy Tech Community College - Fort Wayne	IN
Ivy Tech Community College - Indianapolis	IN
Ivy Tech Community College - Northeast	IN
Jacksonville State University	AL
Jacksonville University	FL
Jamestown College	ND
Jefferson Community College	NY
John Marshall Law School	IL
Johnson County Community College	KS
Juniata College	PA
Kalamazoo College	MI
Kansas City Art Institute	MO
Kansas State University	KS
Keene State College	NH
Kennesaw State University	GA

Kent State University	OH
Kentucky Council on Postsecondary Education	KY
Kentucky State University	KY
Kentucky Wesleyan College	KY
Kenyon College	OH
Keuka College	NY
Keystone College	PA
King College	TN
Kishwaukee College	IL
Knox College	IL
Kutztown University of Pennsylvania	PA
La Roche University	PA
LaGrange College	GA
LaGuardia Community College	NY
Lake Erie College	OH
Lake Forest College	IL
Lake Land College	IL
Lake Superior State University	MI
Lakeland Community College	OH
Lamar University	TX
Lansing Community College	MI
Lawrence University	WI
Lebanon Valley College	PA
Lees-McRae College	NC
LeMoyne-Owen College	TN
Lenoir-Rhyne University	NC
Lesley University	MA
Lewis and Clark College	OR
Lexington Theological Seminary	KY
LIM College	NY
Lincoln College	IL
Lincoln University	MO
Linda Hall Library	MO
Linfield College	OR
Lock Haven University of Pennsylvania	PA
Logan College of Chiropractic	MO
Lon Morris College	TX
Longwood University	VA
Lorain County Community College	OH
Louisburg College	NC
Louisiana College	LA

Loyola University New Orleans	LA
Luther College	IA
Lutheran School of Theology at Chicago	IL
Luzerne County Community College	PA
Lycoming College	PA
Lynchburg College	VA
Lynn University	FL
Lyon College	AR
Macalester College	MN
Madison Area Technical College	WI
Madonna University	MI
Maine College of Art	ME
Manhattan College	NY
Manhattanville College	NY
Mansfield University of Pennsylvania	PA
Marian University	WI
Marianna Kistler Beach Museum at Kansas State University	KS
Marietta College	OH
Marist College	NY
Marshall Community and Technical College	WV
Marshall University	WV
Marshall University Foundation, Inc.	WV
Martin Methodist College	TN
Mary Baldwin College	VA
Marycrest Int. University	IA
Maryland Independent College and University Association (MICUA)	MD
Marymount Manhattan College	NY
Maryville College	TN
Marywood University	PA
Massachusetts College of Liberal Arts	MA
Massachusetts College of Pharmacy and Health Sciences	MA
Massasoit Community College	MA
Mayville State University	ND
McDaniel College	MD
McKendree College	IL
McMurry University	TX
Medaille College	NY
Medical University of South Carolina	SC
Menlo College	CA
Mercer University	GA
Mercy College	NY

Mercyhurst College	PA
Methodist University	NC
Metropolitan College of New York	NY
Metropolitan State College of Denver	CO
Metropolitan State University	MN
Michigan Council of Presidents	MI
Michigan State University	MI
Michigan Technological University	MI
Middle States Commission on Higher Education	PA
Midland Lutheran College	NE
Midway College	KY
Midwestern Higher Education Compact (MHEC)	MN
Midwestern State University	TX
Midwestern University	IL
Millersville University of Pennsylvania	PA
Millikin University	IL
Mills College	CA
Millsaps College	MS
Minneapolis College of Art and Design	MN
Minnesota State University Moorhead	MN
Minnesota State University, Mankato	MN
Minot State University	ND
Mississippi State University	MS
Mitchell College	CT
Molloy College	NY
Monmouth College	IL
Monmouth University	NJ
Monroe Community College	NY
Montana State University	MT
Montana State University - Northern	MT
Montana State University-Bozeman	MT
Montana University System Office	MT
Montclair State University	NJ
Monterrey Institute of Technology and Higher Education (Tecnologico de Monterrey)	Int.
Montgomery College	MD
Montgomery Community College	MD
Montserrat College of Art	MA
Moore College of Art and Design	PA
Moravian College	PA
Morningside College	IA
Mount Aloysius College	PA

Mount Holyoke College	MA
Mount Marty College	SD
Mount Mary University	WI
Mount Mercy College	IA
Mount Saint Mary College	NY
Mount Saint Mary's University Los Angeles	CA
Mount Union University	OH
Muhlenberg College	PA
Muskingum College	OH
Naropa University	CO
Nassau Community College	NY
National Association of Independent Colleges and Universities (NAICU)	DC
National Association of Student Financial Aid Administrators	DC
National Humanities Center	NC
National University	VA
Nazareth College of Rochester	NY
Nebraska Commission on Postsecondary Education	NE
Nebraska State College System	NE
Nebraska Wesleyan University	NE
Nevada State College	NV
Nevada System of Higher Education	NV
New England College	NH
New England Commission of Higher Education (NECHE)	MA
New Jersey City University	NJ
New York University Abu Dhabi	Int.
Newberry College	SC
Newman University	KS
North Carolina Central University	NC
North Carolina Wesleyan College	NC
North Central Association	IL
North Dakota State University	ND
North Park University	IL
Northeastern Ohio University College of Medicine	OH
Northeastern University	MA
Northern Arizona University	AZ
Northern Baptist Theological Seminary	IL
Northern Michigan University	MI
Northern State University	SD
Northland College	WI
Northwest Christian College	OR
Northwest Commission on Colleges and Universities (NWCCU)	WA

Northwest Florida State College	FL
Northwestern Health Sciences University	MN
Norwich University	VT
Notre Dame of Maryland University	MD
Oakland University	MI
Oberlin College	OH
Occidental College	CA
Oglethorpe University	GA
Ohio Association of Community Colleges	OH
Ohio Dominican University	OH
Ohio Northern University	OH
Ohio University Main Campus	OH
Ohio Wesleyan University	OH
Oklahoma City University	OK
Oklahoma State Regents for Higher Education	OK
Oklahoma State University	OK
Oklahoma State University Center for Health Sciences College of Osteopathic Medicine	OK
Old Dominion University	VA
Olivet College	MI
Open University of the United States	DE
Oregon University System	OR
Ottawa University	KS
Otterbein College	OH
Our Lady of the Lake University	TX
Pacific Lutheran University	WA
Pacific Northwest College of Art (PNCA)	OR
Pacific Northwest University of Health Sciences	WA
Pacific University	OR
Palmer College of Chiropractic	IA
Parkland College	IL
Pasadena City College	CA
Peace College	NC
Penn State Erie, The Behrend College	PA
Pennsylvania Institute of Technology	PA
Philander Smith College	AR
Pittsburgh Technical College	PA
Pittsburgh Theological Seminary	PA
Presbyterian College	SC
Prescott College	AZ
Public Policy Institute of California	CA
Quincy University	IL

Quinnipiac University	CT
Quinsigamond Community College	MA
Ramapo College of New Jersey	NJ
Randolph College	VA
Randolph-Macon College	VA
Reed College	OR
Reinhardt University	GA
Research Corporation for Science Advancement	AZ
Rhode Island College	RI
Rhodes College	TN
Ringling School of Art and Design	FL
Roanoke College	VA
Rochester Institute of Technology	NY
Rockford College	IL
Rockland Community College	NY
Rocky Mountain College of Art and Design	CO
Rocky Vista University	CO
Roger Williams University	RI
Rollins College	FL
Roosevelt University	IL
Rose-Hulman Institute of Technology	IN
Rosemont College	PA
Rust College	MS
Rutgers University, The State University of New Jersey, New Brunswick	NJ
Sage College	NY
Saginaw Valley State University	MI
Saint Elizabeth University	NJ
Saint John's University	MN
Saint Joseph College	CT
Saint Joseph's College	ME
Saint Louis College of Pharmacy	MO
Saint Louis Community College	MO
Saint Martin's University	WA
Saint Mary's College	IN
Saint Mary's University of Minnesota	MN
Saint Michael's College	VT
Saint Olaf College	MN
Saint Paul School of Theology	MO
Saint Paul's College	VA
Saint Xavier University	IL
Salem Academy and College	NC

Salem College	NC
Salem State College	MA
Salisbury University	MD
Salt Lake Community College	UT
Salve Regina University	RI
Sam Houston State University	TX
Samuel Merritt College	CA
San Francisco State University	CA
Santa Clara University	CA
Santa Fe Community College	NM
Sarah Lawrence College	NY
Savannah State University	GA
School for Int. Training	VT
Scripps College	CA
Seattle University	WA
Seton Hall University	NJ
Shawnee State University	OH
Shenandoah University	VA
Shepherd University	WV
Shimer College	IL
Siena Heights University	MI
Silver Lake College	WI
Simmons College	MA
Simpson College	IA
Skidmore College	NY
Skolkovo Institute of Science & Technology	Int.
Slippery Rock University of Pennsylvania	PA
Smith College	MA
Sonoma State University	CA
South Carolina State University	SC
South Dakota Board of Regents System Office	SD
South Dakota School of Mines and Technology	SD
South Dakota State University	SD
Southeast Missouri State University	MO
Southern Connecticut State University	CT
Southern Illinois University	IL
Southern Methodist University	TX
Southwest Minnesota State University	MN
Southwestern College	KS
Southwestern University	TX
Springfield College	MA

St. Andrews Presbyterian College	NC
St. Augustine College	IL
St. Bonaventure University	NY
St. Catherine University	MN
St. Edward's University	TX
St. John Fisher College	NY
St. Lawrence University	NY
St. Mary's College of Maryland	MD
St. Mary's University	TX
St. Norbert College	WI
St. Thomas Aquinas College	NY
State of Rhode Island Board of Governors for Higher Education	RI
Stephens College	MO
Stevens Institute of Technology	NJ
Suffolk County Community College	NY
Suffolk County Community College-Ammerman Campus	NY
Sul Ross State University	TX
SUNY Binghamton	NY
SUNY Buffalo State	NY
SUNY College at Brockport	NY
SUNY College at Farmingdale	NY
SUNY College at Oswego	NY
SUNY College at Potsdam	NY
SUNY Empire State College	NY
SUNY Geneseo	NY
SUNY Morrisville State College	NY
SUNY New Paltz	NY
SUNY Oswego	NY
SUNY Potsdam	NY
Susquehanna University	PA
Sweet Briar College	VA
Tarleton State University	TX
Tennessee State University	TN
Texas A&M Int. University	TX
Texas A&M University	TX
Texas A&M University - Commerce	TX
Texas A&M University - Corpus Christi	TX
Texas A&M University - Kingsville	TX
Texas A&M University - San Antonio	TX
Texas A&M University - Texarkana	TX
Texas Lutheran University	TX

Texas Southern University	TX
Texas State University System	TX
Texas Tech University	TX
Texas Tech University Health Sciences Center	TX
Texas Woman's University	TX
The Citadel, The Military College of South Carolina	SC
The City of Louisville	KY
The College of New Jersey	NJ
The College of Saint Rose	NY
The College of St. Scholastica	MN
The College of Wooster	OH
The Defiance College	OH
The Evergreen State College	WA
The Foundation for Food and Agriculture Research	DC
The Institute for Clinical Social Work	IL
The Phi Beta Kappa Society	DC
The Richard Stockton College of New Jersey	NJ
The University of Alabama	AL
The University of Alabama in Huntsville	AL
The University of Alabama System	AL
The University of Maine at Augusta	ME
The University of Scranton	PA
The University of South Dakota	SD
Thiel College	PA
Thomas More College	KY
Thomas University	GA
Towson University	MD
Transylvania University	KY
Trinity College	CT
Trinity University	TX
Tri-State University	IN
Truman State University	MO
Tusculum College	TN
Union College	NY
Union Theological Seminary	NY
United Arab Emirates University	Int.
United Lutheran Seminary	PA
United Methodist Higher Education Foundation	TN
United States Int. University-Africa	Int.
Unity College	ME
University and Community College System of Nevada	NV

University of Alaska Anchorage	AK
University of Alaska System	AK
University of Arizona	AZ
University of Arkansas at Fort Smith	AR
University of Arkansas at Little Rock	AR
University of Baltimore	MD
University of Central Florida	FL
University of Central Missouri	MO
University of Charleston	WV
University of Colorado System Office	CO
University of Connecticut	CT
University of Dallas	TX
University of Detroit Mercy	MI
University of Evansville	IN
University of Findlay	OH
University of Georgia	GA
University of Illinois at Springfield	IL
University of Illinois University Administration	IL
University of Indianapolis	IN
University of Louisiana at Lafayette	LA
University of Louisville	KY
University of Maine	ME
University of Maine at Farmington	ME
University of Maine at Fort Kent	ME
University of Maine at Machias	ME
University of Maine at Presque Isle	ME
University of Maine System Office	ME
University of Mary Washington	VA
University of Maryland Baltimore	MD
University of Maryland, Baltimore County	MD
University of Maryland, Eastern Shore	MD
University of Massachusetts	MA
University of Massachusetts Dartmouth	MA
University of Massachusetts System	MA
University of Miami	FL
University of Michigan-Dearborn	MI
University of Michigan-Flint	MI
University of Minnesota	MN
University of Minnesota Duluth	MN
University of Minnesota-Morris	MN
University of Minnesota-Rochester	MN

University of Missouri	MO
University of Missouri - Saint Louis	MO
University of Missouri-Kansas City	MO
University of Montana	MT
University of Montevallo	AL
University of Mount Olive	NC
University of Nebraska – Lincoln	NE
University of Nebraska at Kearney	NE
University of Nebraska at Omaha	NE
University of Nevada, Las Vegas	NV
University of Nevada, Reno	NV
University of New England	ME
University of New Hampshire	NH
University of New Haven	CT
University of New Mexico	NM
University of North Alabama	AL
University of North Carolina at Asheville	NC
University of North Carolina at Charlotte	NC
University of North Carolina at Greensboro	NC
University of North Carolina at Pembroke	NC
University of North Carolina System	NC
University of North Dakota	ND
University of North Texas	TX
University of North Texas at Dallas	TX
University of Northern Iowa	IA
University of Pittsburgh at Greensburg	PA
University of Puget Sound	WA
University of Redlands	CA
University of Rhode Island	RI
University of Richmond	VA
University of Rochester	NY
University of San Francisco	CA
University of South Alabama	AL
University of Southern Maine	ME
University of Southern Mississippi	MS
University of St. Thomas (MN)	MN
University of St. Thomas (TX)	TX
University of Tennessee Health Sciences Center	TN
University of Texas Health Science Center San Antonio	TX
University of the District of Columbia	DC
University of the Incarnate Word	TX

University of the Pacific	CA
University of the West	CA
University of Toledo	OH
University of Tulsa	OK
University of Utah	UT
University of Vermont	VT
University of West Florida	FL
University of Wisconsin Colleges and Extension System	WI
University of Wisconsin System	WI
University of Wisconsin-Eau Claire	WI
University of Wisconsin-Green Bay	WI
University of Wisconsin-Madison	WI
University of Wisconsin-Milwaukee	WI
University of Wisconsin-Parkside	WI
University of Wisconsin-Platteville	WI
University of Wisconsin-River Falls	WI
University of Wisconsin-Stevens Point	WI
University of Wisconsin-Whitewater	WI
University System of New Hampshire	NH
Upper Iowa University	IA
Ursinus College	PA
Utah Valley University	UT
Utica College	NY
Valparaiso University	IN
Vassar College	NY
Vermont State Colleges System	VT
Vincennes University	IN
Virginia Military Institute	VA
Virginia State University	VA
Virginia Theological Seminary	VA
Viterbo University	WI
Wabash College	IN
Wagner College	NY
Walsh College of Accountancy and Business Administration	MI
Walsh University	OH
Warren Wilson College	NC
Wartburg College	IA
WASC Senior College and University Commission (WSCUC)	CA
Washington & Jefferson College	PA
Washington and Lee University	VA
Washington College	MD

Washington University in St. Louis	MO
Wayne County Community College District	MI
Wayne State University	MI
Weill Cornell Medical College-Qatar	Int.
Wellesley College	MA
Wells College	NY
Wesleyan College	GA
West Chester University	PA
West Virginia University	WV
West Virginia Wesleyan College	WV
Western Carolina University	NC
Western Michigan University	MI
Western New Mexico University	NM
Western Oregon University	OR
Western University of Health Sciences	CA
Western Washington University	WA
Westfield State University	MA
Westminster College (PA)	PA
Westminster College (UT)	UT
Westmont College	CA
Wheaton College	IL
Wheelock College	MA
Whitman College	WA
Whittier College	CA
Whitworth University	WA
Widener University	PA
Wilberforce University	OH
Wilkes University	PA
William Jewell College	MO
William Mitchell College of Law	MN
William Paterson University of New Jersey	NJ
William Penn University	IA
Williams College	MA
Wilmington College	OH
Wilson College	PA
Wingate University	NC
Winona State University	MN
Wittenberg University	OH
Woodbury University	CA
Worcester Polytechnic Institute	MA
Worcester State College	MA

World College West	CA
Wor-Wic Community College	MD
Wright State University	OH
Xavier University of Louisiana	LA
Youngstown State University	OH
Zayed University	Int.