

**Greenwood/Asher & Associates, Inc.**

**Executive Search, Consulting and Training**

**EXECUTIVE SEARCH AND RECRUITING SERVICES  
PROPOSAL**

*for*

**President**

**IOWA STATE  
UNIVERSITY**

**April 17, 2017**

**Greenwood/Asher & Associates, Inc.  
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# Greenwood/Asher & Associates, Inc.

## Executive Search, Consulting and Training

April 14, 2017

### COVER LETTER

Laura Dickson  
Executive Assistant  
Board of Regents, State of Iowa  
11260 Aurora Avenue  
Urbandale, IA 50322

Dear Ms. Dickson:

Thank you for allowing Greenwood/Asher & Associates, Inc. (G/A&A) the opportunity to present our proposal to once again provide executive search services for the next President at Iowa State University. We are a women-owned firm with a diverse consulting team and we have extensive experience in executive search, consulting and training for university systems and campuses. In addition, we have a minority owned consulting firm as a partner. I have been in the executive search business since 1992. Dr. Betty Turner Asher, co-owner of G/A&A and partner, and I have both served as tenured professors and presidents of universities.

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

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

G/A&A is very familiar with the higher education environment within the state of Iowa. We have recently placed executive level leaders for ISU as well as University of Iowa and Upper Iowa University. We think our experiences at institutions around the nation, location and our familiarity with the higher education environment within the state of Iowa provide unique qualifications for us to work with you on this search.

Clients for whom we have conducted successful Presidential and Chancellor searches include University of Illinois Urbana-Champaign, University of Arkansas Fayetteville, University of Arizona, University of Kentucky, University of Maryland College Park, University of New Mexico, Washington State University, University of Florida, University of Massachusetts, The University of Texas at Austin, The Ohio State University, University of Wyoming, George Mason University, New Mexico State University, Florida International University, West Virginia University, Virginia Commonwealth University, University of Southern Mississippi, University of Missouri-Kansas City, Missouri University of Science & Technology and University of Memphis.

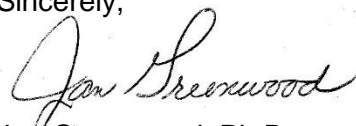
G/A&A is very current in the higher education markets for Carnegie Classification Research Very High (RVH) academic leaders and support personnel to those leaders as we speak with them daily in our recruiting and vetting processes. Examples of clients for whom we have conducted successful executive searches include University of California Davis, Rutgers University, University of Cincinnati, Wayne State University, Montana State University, Purdue University, University of Illinois at Urbana-Champaign, University of Michigan, University of Colorado Denver, University of Alabama at Birmingham, University of Virginia, Indiana University Bloomington, Penn State University, University of Kentucky, University of Iowa, Michigan State University, University of Arizona, Louisiana State University, University of Maryland College Park, University of New Mexico, Washington State University, University of South Florida, The University of Texas at Austin, University of Florida, University of Connecticut, University of California Berkeley, North Carolina State University, University of Georgia, University of Minnesota and The Ohio State University.

We offer an additional option as part of our search services, which is formal candidate assessment that focuses on behaviors and competencies. This option involves the use of an assessment instrument that is customized to higher education and generates an individualized report that would be provided in the context of a specialized debriefing conversation. The hiring authority can decide if this instrument is to be included in the search process. The hiring authority can decide if this instrument is to be included in the search process.

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

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

Sincerely,



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

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## **EXECUTIVE SUMMARY**

You, our client is of utmost importance to us. We listen, we learn and we communicate in a forthright, honest and timely manner. Our responsibility is to bring you highly qualified candidates who match your expectations. We value your knowledge and your openness as together we prepare our recruiting strategies and consider the candidates.

We view our client relations as long term, rather than transactional assignments. For example, often we place a chancellor/president and later are retained to conduct searches for members of the CEO's executive and senior level administrative team. We work in partnership with our clients' unique needs and challenges and customize each search.

Further, we have an equally important responsibility to candidates, prospects and sources on your behalf. We will communicate necessary and timely information to them and act with dignity and fairness at each step in the process.

### **Background of Firm**

G/A&A is a global executive search and consulting firm dedicated to providing superior service to our clients and their candidates. Our team members have extensive experience in executive search in higher education. We are certified as a women-owned corporation. The founders, Dr. Jan Greenwood and Dr. Betty Turner Asher, and their colleagues have been providing executive search and consulting services for over 210 combined years. Dr. Greenwood has conducted over 600 searches. G/A&A consultants have facilitated over 2,000 successful searches and consulting assignments. Dr. Greenwood and Dr. Asher have both served as university presidents and been full professors.

The firm is based in Northwest Florida and in Metropolitan D.C. and recently has opened an office in California.

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

There are no conflicts of interest or limitations to providing executive search services for this search. We are available to begin your search immediately and commit to exceeding your expectations.

Evidence of our ability to complete successfully your assignment follows below:

- Extensive experience with executive searches in public and private universities;
- A proven track record of 97% repeat business from clients and a reputation for accessibility to our clients at all times;
- A commitment to excellence in every engagement;
- Extensive database and networks;
- Efficient and effective methods and processes;
- A commitment to the highest level of professional conduct;
- A commitment to a strategic partnership with our clients;
- The ability to reach prime candidates for this opportunity.

G/A&A commits to the following objectives:

- To use a partnership model and listen to all stakeholders so that the search is a collaborative process;
- To recruit candidates who most completely meet the qualifications and expectations as determined by the client;
- To recruit quality candidates through extensive research, marketing, and outreach;
- To review applicants for the desired characteristics and qualities listed in the advertisement(s) and position profile(s);
- To assist in identifying and hiring candidates in a timely fashion; and

- To provide transition assistance and start-up advice.

**We believe there are unique attributes that distinguish us as a leading higher education search firm.**

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

We have built a reputation as being committed to diversity, equity and inclusion. Our clients have appointed a woman or person of color in over 55% of our searches. We believe this is the best of all the higher education firms. These are detailed in another section of the proposal. Further, we go beyond these and other traditional measures of diversity and inclusion. The firm is deeply committed to diversity of thoughts, academic specialty areas, work experiences, and life styles for example. Our goal is to focus on every individual's needs and this is reflected in our work culture and in our best practices.

GA/A colleagues are predominately women with ethnic and cultural backgrounds from the US, Philippines, Trinidad, Pakistan, Puerto Rico, China, and Germany.

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

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

We are recognized for our personal attention. Our search chairs, our administrative assistants and search committees will find us to be highly communicative. We provide weekly updates and then meet with our committees at each major search junction.

We are constantly aware that reengineering and improvement of our processes are important and we try to learn from our clients at each step along the way. We have feedback forms that we use in each of our client meetings.

Our tools (grids, questionnaires) are customized to client and not used by other firms; we bring additional information to the committee to assess the candidates.

**What you can expect when you choose G/A&A**

- Responsiveness from a G/A&A principal and personal attention;
- Successful completion of your assignment;
- Commitment to excellence Cost effective fees;
- Timely response to your sense of urgency;
- Active pursuit of diversity;
- Consulting experience you can trust;
- Innovation and flexibility;
- Use of technology to reduce expenses and improve processes.

## COMPLETE LISTING OF SEARCH SERVICES

Please see [Appendix I](#) for a full representative list of clients G/A&A has worked with throughout its executive search experience.

## POINT OF CONTACT

The partners of G/A&A are Dr. Jan Greenwood and Dr. Betty Turner Asher. They are assisted by three principals and supported by dedicated consultants and/or affiliates located in our corporate office and in offices around the country. Our consultants average three searches at a time. For your project, we suggest Jan Greenwood and Julie Holley as your single points of contact.

### YOUR DEDICATED TEAM LEADERS

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

##### Education

- Florida State University, Ph.D.
- East Carolina University, M.Ed. and B.S.
- Peace College, AA

##### Additional credentials

- Harvard's Institute for Educational Management
- Trained in England on Tavistock group methods
- Licensed psychologist in Ohio

##### Executive search experience

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

##### Educational experience

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

##### Career professional achievements and activities

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

- Chair, American Council on Education Executive Search Roundtable
- Secretary, Seascope Board of Directors
- Vice Chair, Majestic Sun Board of Directors

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

**Education**

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

**Additional credentials**

- Studied at Harvard's Institute for Educational Management
- Dartmouth's Executive Management Institute

**Executive search experience**

- Partnered with Dr. Greenwood and consultants on more than 500 searches

**Educational experience**

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

**Career professional achievements and activities**

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

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

**Education**

- Washington Adventist University, B.S. (Degree near completion) business and healthcare administration

**Executive search experience**

- Managed searches for two of the largest international search firms in the Washington, D.C. metropolitan area
- Eighteen years of executive search work experience. Completed more than 250 searches for executives in education, health care, and information technology in public and private universities, colleges and schools, as well as nonprofit associations and organizations



- Established and currently leads the firm's HBCU and Diversity, Equity and Inclusion Practices
- Facilitated searches for a wide range of medically-related positions, including senior leadership, department chairs, endowed chairs, and faculty in higher education and medical institutions.
- Facilitated successful searches for presidents and senior administrative officers for HBCU's, including Morgan State University, Charles R. Drew University of Medicine, University of Maryland Eastern Shore, Central State University, West Virginia State University, Virginia State University, Mississippi Valley State University, Coppin State University, Cheyney University of Pennsylvania, Alcorn State University, Bowie State University and Albany State University.
- Facilitated searches for a wide range of medically-related positions, including senior leadership, department chairs, endowed chairs, and faculty in higher education and medical institutions.

#### **Career professional achievements and activities**

- Conducted executive training with the major health care facilities and hospitals within Northern Virginia and Southern Maryland
- Property management of 150 executive shared office suites and staff
- Risk management consulting staff
- Presented at national conferences and professional meetings on the search process, with particular emphasis on the nature of the search process for minority candidates.

#### **Julie Holley, Principal and Executive Search Consultant (Phone: 850-337-1473)**

##### **Education**

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

##### **Executive search experience**

- Eight years of higher education executive search work with specialization in presidential searches, with particular expertise in Master's level, comprehensive and rural institutions.
- Assisting on more than 100 higher education searches, from president/chancellor to department chairs
- Other specializations in law dean and general counsel positions

##### **Educational and career work experience**

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

##### **Career professional achievement and activities**

- Former member and Secretary of Board of Directors for local YMCA

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

##### **Education**

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

### **Leadership Development and Search Experience**

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

### **Academic Experience**

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

### **Career professional achievements and activities**

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

## REFERENCES

**Dr. Antoinette Burton**

Chair, Chancellor Search  
University of Illinois-Urbana Champaign  
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Note: Client

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Note: Placement and Client

## SCHEDULE/TIME COMMITMENT

### Milestones, activities, and deliverables

We will prepare deliverables in compliance with ISU's requests. The following chart represents potential examples.

Milestones	Related Activities	Deliverables
Initiation of searches and establishment of expectations	Initial meetings with client	Agreement on position profiles, process, format, work plans, schedules, and budget for the searches
Organizational needs analysis	Forums conducted with stakeholders when needed	Agreement on institutional needs
Research and candidate development	Research and targeted outreach to candidates	Establishment of pools of viable candidates
Candidate evaluation: Determination of candidates to interview	Meetings to review prospects (long list)	Resumes and updates on other information gathered on candidates Market feedback report delivered
Candidates selected for first round of interviews	Logistics surrounding interviews and schedules	Advance agreement on list of interview questions and interview process
Semi-finalists candidates selected: Review of background information on the candidates	Coordination of reference checks as requested by client Coordination of background checks as requested by client	Client selects final candidates
Candidate selection: Final round of interviews	Logistics surrounding interview schedule Discussion of communication strategies Intervention regarding any candidate issues	Agreement on pools of acceptable finalists
Negotiation and completion of searches	Contract negotiations	Final candidate selected

### Timeline:

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

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

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

#### Phase I (Search initiation and establishment of expectations)

- Establish partnership and clarify expectations
- Conduct orientation to the search process
- Discuss application of best practices and search experience

- Establish schedule for the search
- Review client materials
- Discuss how the client wants the process to evolve, including involvement of other departments, such as Human Resources
- Gain consensus on the characteristics and skills desired in the candidate (e.g. based on the culture of the organization)
- Work with the client to design an evaluation checklist (required vs. desired characteristics)
- Meet with constituencies, as needed
- Revise profile with input from appropriate constituencies
- Clarify administrative tasks for the search (e.g. roles and responsibilities for each step of the process)
- Provide assistance with web site, as needed
- Design a communication plan, including a strategy for appropriately informing constituencies of the search process
- Develop advertisement(s) and determine placement
- Exchange information relevant to the search (e.g. important phone numbers)

### **Phase II (Research and candidate development)**

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

### **Phase III (Candidate evaluation)**

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

### **Phase IV (Candidate selection)**

- Present market feedback report
- Prepare master list of active candidates
- Present and discuss candidates with the client
- Committee determines the client's top candidates to be invited to interview
- Sign off candidates not going forward
- Schedule interviews
- Prepare for and conduct interviews
- Committee determines semi-finalists from the first round of interviews
- Complete preliminary background checks
- Provide feedback on background checks
- Committee selects finalists
- Optional: Finalists take our behavioral assessment

### **Phase V (Negotiation and search completion)**

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

## STAKEHOLDERS INVOLVEMENT

Our approach will be customized to meet the specific needs of ISU. We are a nimble firm and can be responsive to client needs at all times. Our general approach is as follows:

G/A&A will:

- Meet with the client to gather information and intelligence to customize executive search services. The G/A&A project manager, which will be one of the partners or principals, will meet with relevant constituent groups in the first phase of any search. Clients have found these meetings particularly helpful as they establish a rapport, enhance the communication between stakeholders, and provide the community with a clear understanding of the University's mandates.
- Collaborate with the client to develop an overall search plan of action, timeline, recruitment materials, and design an interview and selection process, which will present the strengths, challenges, and opportunities of each candidate in order to secure the candidates who best match your criteria.
- Comment on, draft, or collaborate with the client regarding creation or updates to the position profile for any executive level positions.
- If needed, assist in determining how to advertise the position and with the placement of advertisements in international, national, and local papers and publications such as *The Chronicle of Higher Education*, *DIVERSE* (formerly *Black Issues in Higher Education*), *Hispanic Outlook in Higher Education*, *Women in Higher Education*, *The Chronicle of Philanthropy*, media outlets specific to the field and local newspapers.
- Actively recruit individuals who have a high probability of success in meeting the requirements specified in the position profiles for the executive level positions. Recruit a diverse prospect pool for consideration, which will include using our databases and contacting reliable sources and organizations for recommendations.
- Screen applicants and nominees and provide supporting documentation of recruitment efforts, including overall market feedback and gender/diversity statistics. Track and manage prospect and candidate information throughout the search process and provide detailed background information on the candidates.
- Compare candidates within a customized matrix (via resume, additional information, and preliminary interviews) with stated characteristics and qualities listed in the position profiles.
- Conduct or assist the client in conducting background checks and coordinate reference checks on selected candidates.
- Provide technical, administrative, and logistical support for the search and interview process, site visits, final selection, contract negotiations, transition considerations, and follow-up. Drs. Greenwood and/or Asher will be available for timely consultation with the client regarding the search, work of the search firm, and the candidates.
- Utilize a specialized client feedback tool that measures client satisfaction. As part of this process, the client evaluates our work in all areas of the search on a four-point scale where 1 is the lowest and 4 is the highest. Our average rating is 3.90.
- Many conferences and meetings can be conducted via video conferencing. We have this capability in the corporate office and have used it successfully with other searches. We also have the capability to place information, including candidate files, on a password-protected website, which allows committee members to access them easily and quickly. Further, many of our clients are using electronic forms of communication as a vehicle for round one of interviews. This can be a significant cost savings to our clients and we have demonstrated success with this audio and video capability

## Program plan

- We understand the importance of having the right person to fill positions. Our consultants have a history of 97% repeat business, searches that close with the client getting the candidate of first choice, and a process that allows the search committee (or other representative group) to reach agreement. Many of our client relationships are long-term.
- The G/A&A project manager will collaborate with the client throughout any searches, from the initial meetings through the recruitment, evaluation, and selection of successful candidates. We understand the unique challenges of search and are prepared to leverage our expertise throughout the process to meet the agreed-upon objectives. Based on our experience with international and national searches, we have developed a large network of sources and contacts that will provide nominations.
- G/A&A will provide master lists of candidates, weekly search updates, market feedback reports, reference reports, and other presentations as needed.
- The G/A&A project manager will attend and direct any search at regularly scheduled meetings. The partners will coordinate with the client on communication strategies and will be able to provide advice on cost-effective ways to conduct a high quality search.

The G/A&A project manager will manage any search with the utmost professionalism. Examples of clients for whom G/A&A consultants have assisted in successfully completing executive level searches include the Systems/campuses of Georgia (including UGA), Mississippi, Maryland, and University of Texas (including UT Austin), and the campuses of University of Kentucky, University of Florida, Fordham University, The Ohio State University, University of Virginia, and University of Alabama at Birmingham. This list of clients demonstrates our ability to work with search committees, administrators, and Boards in order to come up with a mutually agreeable plan that will be successful.

### **Devine Inventory: An Option for Inclusion in the G/A&A Executive Search Package:**

G/A&A and The Devine Group have partnered to provide candidate/employee assessment solutions to higher education institutions. The Devine Inventory™, provides specific focus on candidate leadership assessment. Through the G/A&A relationship, The Devine Group has customized this instrument to the unique roles and responsibilities of the college and university leader. The inventory compares an individual's competencies (a weighted group of behaviors) to a competency model of successful performers in a similar position. Using the comparisons, this comprehensive candidate leadership assessment and development report supplies narrative that highlights well-developed strengths, satisfactory strengths and areas that need development.

The results of this process are presented to the hiring authority as part of the recruitment process and in addition to reference feedback can be used to engage in a deep-dive conversation with the potential hire. The follow-on would be for the assessment to be used for the professional growth and development of the hired candidate in conjunction with future evaluation of performance.

Greenwood/Asher see these services as an extension of the search services relationship, we are interested and vested in helping our clients hire and retain strong leaders. If and when appropriate, G/A&A can provide coaching and professional development through members of our leadership and organizational development team members. Our evolving relationship would be individually tailored to address specific needs and within the timeframes suggested by institutional priorities. Operational details would be discussed based on identified emerging needs.

## FEE STRUCTURE

**Fees:** Greenwood/Asher & Associates, Inc. is a retained executive search firm, which means we are dedicated to you as a client, to the success of your search, and to closure. Our commitment is to stay with you until you have selected a candidate of choice. We bill all fees over the first three months of the contract period.

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

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

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

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

**Billing:** We will bill the professional fees over the first three months of service. Expenses are billed as incurred. Invoices are due and payable upon presentation and will be presented monthly. The first third of the fee will be due upon signing the contract. We offer an "electronic payment" option in lieu of paper checks if this meets the needs of the client.

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

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

**Greenwood/Asher Expenses:** We bill all direct expenses with receipts separately for items such as travel, report reproduction, copying and supplies, research, express mail, and phone/video/telecommunications.

**Client Expenses:** Additional expenses are not included in G/A&A fees and indirect expenses. These can be invoiced through G/A&A, but are client expenses that are directed by client requests and include the following:

- **Candidates:** Most clients budget \$500-\$1,000 per person per trip. The client will have to decide how many candidates it wishes to see (e.g. five vs. ten) and should budget accordingly. The travel expenses are actual (with evidence of receipt). Some of our clients have a policy that caps daily hotel and food expenses and requires coach airfare. We are able to provide this type of detailed response and accounting if you prefer.
- **Advertisements:** These are not a requirement of the firm, but are placed based on the client's request.
- **Background checks:** Some clients prefer to do part of the background checks themselves, so this cost will vary based on the requirements of the client. We typically coordinate these services for our clients. The services may include degree verification, litigation search, driving record search and credit reports. In general, the cost for the background work (beyond the reference report that is included in the fee) is typically about \$650 per candidate for which the client wants to have reports. The number of candidates for which this verification is done will vary based on needs of clients. Some clients ask that credentials be verified on a single finalist, while others prefer having it done on all those invited for final interviews. We encourage our clients to hire a private investigator and/or conduct additional background work that may be unique to their situation. We recommend and coordinate the services of Mintz Group for criminal reviews.



Our background work meets or exceeds the higher education search industry standard; however, we are not a private investigation firm. We can make recommendations for additional services if our clients believe they are needed.

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

**Cost Analysis:** G/A&A knows that your staff members are very busy and without available free time to provide staff services for searches. Clients have told us it is not unusual to have a full-time person on campus to provide services to the searches if the search firm does not provide what is needed. They also have told us this can cost them between \$40,000+ for an administrative assistant and \$150,000+ for an attorney a year. As part of your G/A&A fee, we can provide all services except those listed below for you, therefore saving you money.

- We do not have contract authority on your behalf, which means if you decide to do off-site interviews, we cannot sign the contracts on your behalf with hotels. We can work with the hotels to arrange all details, but you must sign the contract.
- We cannot assign rooms for on-site interviews. Those on-site arrangements are completed by your campus office that has responsibility to assign space.
- Of course, we cannot sign the contract with the person you hire. We can negotiate the details of the contract when requested.

## BUILDING DIVERSE POOLS

G/A&A is committed to delving into a market that is as diverse as the client’s position description allows; therefore, the client must consider the position description relative to the market that is available to meet the expectations. The client determines whom to interview and is the selector of the candidate of choice. We have built a reputation as being diversity-friendly. We are a women-owned firm with a diverse consulting team and work with national leadership groups advancing the careers of women and people of color. Our database is rich in minority and women sources and prospects. We have cultivated organizational partnerships with groups who cater to the needs and interests of minority candidates. We reach out to minority and women caucuses at professional societies in higher education for nominees, and make presentations to diverse groups aspiring to advance their careers. A strong, diverse, informal network is a critical part of any successful diversity recruitment effort.

We have developed a specialty area in the placement of university chief diversity officers and recently completed those searches for the University of Virginia, University of Minnesota, University of Michigan, University of Georgia, University of New Mexico, University of California, Berkeley, Susquehanna University, and University of Missouri at Kansas City. These officers are a source for diversity candidates. We have also successfully completed many searches for Hispanic Serving Institutions and Historically Black Colleges and Universities.

Our advertisements are included in publications that reach out to minority candidates.

### Examples of Diversity Placements

Examples of Diversity Placements Facilitated by G/A&A		
Institution	Position	Diversity Hire
Albany College of Pharmacy & Health Science	Provost	Dr. Tarun B. Patel
Albany State University	President	Dr. Everette Freeman
Alcorn State University	President	Dr. George Ross
American College of Education	President	Sandra Doran, J.D.
American Educational Research Association	Director, Government Relations	Ms. Juliane Baron

Examples of Diversity Placements Facilitated by G/A&A		
Institution	Position	Diversity Hire
Anne Arundel Community College	Vice President for Learning	Dr. Karen Hays
Anne Arundel Community College	President	Dr. Dawn Lindsay
Appalachian State University	Dean of the College of Business	Dr. Heather Norris
Appalachian State University	Dean of the Reich College of Education	Dr. Melba Spooner
Augustana College	Chair of Nursing	Dr. Janet Philipp
Austin Peay University	President	Dr. Alisa White
Baylor University	Associate Vice President of Major Gifts	Ms. Paula Voyles
Bowie State University	President	Dr. Mickey Burnim
BryanLGH College of Health Sciences	President	Dr. Elizabeth MacLeod Walls
Bucks County Community College	President	Dr. Stephanie Shanblatt
Cabrini College	President	Dr. Marie Angelella George
California State University – East Bay	Dean, Undergraduate Studies	Dr. Maureen Scharberd
California State University – Hayward	Dean, Arts, Letters, and Social Sciences	Dr. Alden Reimonenq
Central Michigan University	Executive Vice President and Provost	Dr. Julia Wallace
Central State University	Associate Dean for University College	Dr. Dwedor Morais Ford
Central State University	President	Dr. Cynthia Jackson-Hammond
Central State University	Provost and Vice President for Academic Affairs	Dr. Charles Ford
Century College	President	Dr. Angelia Millender
Charles R. Drew University of Medicine & Science	Provost	Dr. Steve O. Michael
Chattanooga State Community College	President	Dr. Flora W. Tydings
Cheyney University of Pennsylvania	President	Dr. Michelle Howard-Vital
Cheyney University of Pennsylvania	Vice President for Human Resources	Ms. Jo-Anne Harris
Cheyney University of Pennsylvania	Vice President for Administration and Finance	Mr. Gerald Coleman
Chicago State University	President	Dr. Thomas Calhoun
City University of Hong Kong	Deputy President	Dr. David S. Y. Tong
Clarkson University	Director, Occupational Therapy	Dr. Rondalyn Whitney
Clemson University	Dean of Libraries	Ms. Mary “Maggie” Ferrell
Clemson University	Director of Recruitment and Compensation	Ms. Rumame Samuels
Cleveland State University	Monte Ahuja Endowed Chair in Global Business	Dr. Ping Deng
Cleveland State University	Director of Admissions	Ms. Lee Furbeck

Examples of Diversity Placements Facilitated by G/A&A

Institution	Position	Diversity Hire
College of Saint Mary	Vice President for Academic Affairs	Dr. Christine Pharr
College of Saint Mary	Vice President for Institutional Advancement	Ms. Verlyn Schueler
Delaware County Community College	President	Dr. Joy Gates Black
Delaware State University	Provost and Vice President for Academic Affairs	Dr. Harry Lee Williams
Delta State University	Provost and Vice President for Academic Affairs	Dr. Ann Lotven
East Tennessee State University	Vice President for University Advancement	Dr. Pamela S. Ritter
Eastern Kentucky University	President	Dr. JoAnne K. Glasser
Edinboro University of Pennsylvania	President	Dr. Julie E. Wollman
El Centro College	President	Dr. José Adames
Emory & Henry College	Director of Physical Therapy	Dr. Kamran Tavakol
Emory & Henry College	Founding Director of Doctor Physical Therapy Program	Dr. Lisa Zuber
Fashion Institute of Technology	Vice President of Enrollment Management and Student Success	Dr. S. Leellen Brigman
Florida A&M University	Dean of Nursing	Dr. Henry Talley
Florida Agricultural and Mechanical University	Provost	Dr. Marcella David
Florida Agricultural and Mechanical University	President	Dr. Elmira Mangum
Florida Agricultural and Mechanical University	Director of the Meek-Eaton Black Archives and Research Center	Dr. Nashid Madyun
Florida Agricultural and Mechanical University	Dean, College of Education	Dr. Traki Taylor-Webb
Florida Agricultural and Mechanical University	Dean, College of Law	Angela Epps, J.D.
Florida International University	Assistant Dean for Research in the School of Nursing	Ms. Anahid Kulwicki, DNS
Florida International University	Associate Dean for Academic Affairs, College of Nursing & Health Sciences	Dr. Deborah Witt Sherman
Florida International University	Chair, Communications & Disorders	Dr. Monica Strauss Hough
Florida International University	Chair, Occupational Therapy	Dr. Kinsuk Maitra
Florida International University	College of Nursing & Health Sciences Graduate Director	Ms. Anahid Kulwicki, DNS
Florida International University	College of Nursing & Health Sciences Graduate Director	Dr. Lucie Dlugasch
Florida International University	Dean of the College of Engineering and Computing	Dr. Amir Mirmiran

Examples of Diversity Placements Facilitated by G/A&A

Institution	Position	Diversity Hire
Florida International University	Dean of the College of Nursing & Health Sciences	Dr. Ora Strickland
Florida International University	Dean of Libraries	Dr. Anne Prestamo
Florida International University	Dean of the School of Journalism and Mass Communication	Dr. Raul Reis
Florida International University	Director of the Latin American & Caribbean Center	Dr. Frank Mora
Florida International University	Director of the School of Accounting	Dr. Ruth Ann McEwen
Florida International University	Director, School of Computing and Information Sciences	Dr. S. Sitharama Iyengar
Florida International University	Director of Undergraduate Admissions	Mr. Barry Taylor
Florida International University	Executive Director and University Librarian	Dr. Laura Probst
Florida International University	Executive Director of the MBA Program	Mr. Angel Burgos
Florida International University	Nursing Faculty	Dr. Margaret Scisney-Matlock
Florida International University	Vice President and Chief Information Officer	Mr. Robert Grillo
Florida International University	Vice President for the Division of Human Resources	Dr. Jaffus Hardrick
Florida International University	Vice President for Enrollment Services	Dr. Luisa M. Havens
Florida State University	Dean, College of Applied Studies Panama City Campus	Ms. Carol Edwards
Florida State University	Dean, College of Law	Ms. Angela "Felecia" Epps
Florida State University	Dean, Panama City Campus	Dr. Carol Edwards
Foundation for a Healthy Kentucky	President & CEO	Dr. Susan G. Zepeda
Framingham State College	Vice President for Academic Affairs	Dr. Linda Vaden-Goad
George Mason University	Vice President of Development	Ms. Janet Bingham
George Mason University	President	Dr. Ángel Cabrera
George Mason University	Provost	Dr. S. David Wu
Georgia College and State University	Vice President for Advancement	Ms. Monica Delisa
Georgia State University	Dean, Byrdine F. Lewis School of Nursing	Dr. Nancy Kropf
Georgia State University	Associate Provost for Faculty Affairs	Dr. Kavita Pandit
Grand Valley State University	Vice President of Equity and Inclusion	Dr. Jeanne Arnold
Indiana University Bloomington	Ruth Lilly Dean of IU Libraries	Dr. Brenda Johnson
Iowa State University	Interim Dean of Library Services	Dr. Joyce Garnett
Iowa State University	Dean of University Library	Ms. Beth McNeil
Iowa State University	Director of Education	Dr. Marlene Strathe

Examples of Diversity Placements Facilitated by G/A&A		
Institution	Position	Diversity Hire
Jackson State Community College	President	Dr. Allana Hamilton
James Madison University	Associate Professor and Program Director for the School of Leadership Studies	Dr. Susan Murphy
James Madison University	Provost/Senior Vice President for Academic Affairs	Dr. Heather Coltman
Kendall College of Art & Design	President	Ms. Leslie Bellavance
Kent State University	Dean of the College of Undergraduate Studies	Dr. Said Sewell
Kent State University – Stark Campus	Dean & Chief Administrative Officer	Dr. Denise Seachrist
Lamar University	Dean, College of Engineering	Dr. Srinivas Palanki
Lamar University	Dean, College of Fine Arts and Communication	Dr. Derina R. Holtzhausen
Lehigh Carbon Community College	President	Dr. Ann Bieber
LeMoyné-Owen College	President	Dr. Andrea L. Miller
Lincoln College	Vice President for Academic Affairs	Dr. Martha Wilson
Lincoln College	Vice President for Enrollment Management	Mr. Anthony Cardenas
Mayo Clinic	Systems Pharmacologist	Dr. Hu Li
Meharry Medical College	Executive Vice President	Dr. Peter Millet
Metropolitan State University	Associate Vice President for Enrollment Management	Ms. Lori Kester
Michigan State University	Associate Dean of Academic Affairs	Dr. Anne C. Thomas
Minneapolis Community and Technical College	President	Dr. Sharon J. Pierce
Minnesota State University Moorhead	President	Dr. Anne Blackhurst
Mississippi Valley State University	President	Dr. Donna Oliver
Missouri University of Science & Technology	Chancellor	Dr. Cheryl Schrader
Missouri University of Science & Technology	Jones Endowed Chair in Civil Engineering	Dr. Kamal H. Khayat
Montana State University	Dean, College of Arts and Architecture	Dr. Nancy Cornwell
Montana State University	Dean, College of Education, Health & Human Development	Dr. Lynda Ransdell
Montana State University	Vice President for Research, Creativity, and Technology Transfer	Dr. Renee Reijo Pera
Montana State University Missoula	Department Head/Campus Director	Dr. Sandra Benavides-Vaello
Montgomery College	President	Dr. DeRionne Pollard

Examples of Diversity Placements Facilitated by G/A&A

Institution	Position	Diversity Hire
Montgomery College	Senior Vice President for Student Services	Dr. Monica Brown
Montgomery College	Provost and Vice President for Academic Affairs – Rockville Campus	Dr. Kimberly Kelly
Morgan State University	Chief Information Officer	Dr. Adebisi Oladipupo
Morgan State University	Dean of the Earl G. Graves School of Business	Dr. Fikru H. Boghossian
Morgan State University	Vice President for Finance and Management	Mr. Sidney H. Evans
Morgan State University	Vice President for Research and Economic Development	Dr. Victor R. McCrary
Morgan State University	Vice President for Student Affairs	Dr. Kevin Banks
Morgan State University	Dean, School of Computer, Mathematical, and Natural Sciences	Dr. Hongtao Yu
Mountain View College	President	Dr. Robert Garza
New Mexico State University	President	Dr. Barbara Couture
New Mexico State University	Provost and Executive Vice President	Dr. Wendy Wilkins
New Mexico State University	Senior Vice President for Administration and Finance	Ms. Angela Throneberry
New Mexico State University	Vice President for University Advancement	Ms. Cheryl Harrelson
New York University	Dean of the Silver School of Social Work	Dr. Lynn Videka
North Georgia College & State University	President	Dr. Bonita Jacobs
North Lake College	President	Dr. Christa Slejko
Northeast Ohio Medical University (NEOMED)	Director of Faculty Development	Dr. Abi Srihanan
Northeast Ohio Medical University (NEOMED)	Executive Director of Academic Services	Dr. Penny Smith
Northeast Ohio Medical University (NEOMED)	Executive Director of Enrollment Services	Ms. Heidi Terry
Northern Illinois University	Dean, College of Education	Dr. Laurie Elish-Piper
Northern Virginia Community College	Director of Human Resources	Ms. Julie Garcia
Northern Virginia Community College	Dean, Communications and Studies Division (Loudoun Campus)	Dr. Catherine O'Brien
Ohio State University, The	Associate Dean for Academic Affairs, College of Dentistry	Dr. Darryl Hamamoto
Ohio State University, The	Dean of the College of Nursing	Dr. Bernadette Melnyk
Ohio State University, The	President	Dr. Karen Holbrook
Ohio University	Ohio Scholar's Research Position in Coal Syngas Utilization	Dr. Sunggyu "KB" Lee

Examples of Diversity Placements Facilitated by G/A&A

Institution	Position	Diversity Hire
Orbis-Cascade Alliance	Executive Director	Ms. Dana Bostrom
Pennsylvania State System of Higher Education	Associate Vice Chancellor for Human Resources	Ms. Patricia Forbes
Purdue University	Dean, College of Education	Dr. Maryann Santos de Barona
Purdue University	Vice Provost for Diversity and Chief Diversity Officer	Dr. G. Christine Taylor
Purdue University Calumet	Dean of the School of Education	Dr. Alice Anderson
Purdue University Calumet	Dean of the School of Management	Dr. Jane Mutchler
Purdue University Calumet	Vice Chancellor for Enrollment Management and Student Affairs	Dr. Carmen Panlilio
Radford University	President	Dr. Brian O. Hemphill
Rutgers, The State University of New Jersey – Camden Campus	Dean of the Camden College of Arts and Sciences	Dr. Kriste Lindenmeyer
Saint Anselm College	Executive Vice President	Dr. Suzanne Mellon
Sam Houston State University	Dean, Humanities and Social Sciences	Dr. Abbey Zink
San Jose State University	Dean, College of Engineering	Dr. Belle Wei
South Carolina Governors School for Science and Math	President	Dr. Hector E. Flores
South Dakota State University	Associate Dean for Research, School of Nursing	Dr. Katherine Reeder
Southwest Minnesota State University	President	Dr. Connie Gores
Southwest Tennessee Community College	President	Dr. Tracy D. Hall
St. Cloud State University	President	Dr. Roy Saigo
St. John Fisher College	Dean of the Ralph C. Wilson, Jr. School of Education	Dr. Wendy Paterson
St. John Fisher College	Dean, School of Pharmacy	Dr. Christine Birnie
State University of New York at Albany	Dean, College of Arts & Sciences	Dr. Joan Wick-Palletier
State University of New York at Albany	Provost & Vice President for Academic Affairs	Dr. Carlos Santiago
Suffolk University	Provost and Academic Vice President	Dr. Patricia M. Meservey
Suffolk University	Vice President of Academic Affairs	Ms. Janice Griffith, Esq.
Susquehanna University	Chief Diversity Officer	Ms. Lisa Scott
Susquehanna University	Dean of Business	Dr. Alicia Jackson
Tennessee Board of Regents	Chancellor	Dr. Flora Tydings
Tennessee State University	President	Dr. Glenda Glover
Tennessee Tech University	Provost	Dr. Bahman Ghorashi
Tennessee Tech University	Dean of the Whitson Hester School of Nursing	Dr. Huey-Ming Tzeng

Examples of Diversity Placements Facilitated by G/A&A

Institution	Position	Diversity Hire
Texas Agricultural and Mechanical University, Corpus Christi	Director, Mary and Jeff Bell Library	Dr. Catherine Rudowsky
Texas Tech University	Director of the National Wind Resource Center and Cash Foundation Engineering Chair	Dr. Luciano Castillo
Texas Tech University	Chair, Nutritional Sciences	Dr. Nikhil Dhurandhar
Texas Tech University	Chairperson, Rockwell Endowed Professor – Human Development and Family Studies	Dr. Ann Mastergeorge
Texas Tech University	Dean of Library	Dr. Bella Karr Gerlich
Texas Tech University	Helen DeVitt Jones Chair in Teacher Education	Dr. Jian Wang
Texas Tech University	Chair, Department of Design (College of Human Sciences)	Dr. Sharran Parkinson
Towson University	Provost	Dr. Marcia Welsh
Towson University	Professor and Chair, Department of Nursing	Dr. Hayley D. Mark
University at Albany	Dean of the Honors College	Dr. Hui-Ching Chang
University at Albany	Dean, School of Social Welfare	Dr. Darrell P. Wheeler
University of Alabama at Birmingham	Dean of Nursing	Dr. Doreen Harper
University of Alabama at Birmingham	Dean of Social and Behavioral Sciences	Dr. Jean Ann Linney
University of Alabama at Birmingham	Department Chair for Adult/Acute Health Chronic Care and Foundation	Dr. Jacqueline Moss
University of Alabama at Birmingham	Senior Associate Dean for Academic Affairs	Dr. Linda Moneyham
University of Alabama at Birmingham	Vice Provost for Student and Faculty Success	Dr. Suzanne Austin
University of Alabama Huntsville	Provost and Executive Vice President	Dr. Christine Curtis
University of Arizona	President	Dr. Ann Weaver Hart
University of Arkansas at Pine Bluff	Chancellor	Dr. Laurence Alexander
University of Baltimore	Dean of the Yale Gordon College of Arts and Sciences	Dr. Laura Koppes Bryan
University of Baltimore	Vice President for Advancement	Ms. Theresa Silanskis
University of Baltimore	Vice President for Enrollment Management	Ms. Miriam King
University of Baltimore	Vice President for Student Affairs	Ms. Shelia Burkhalter
University of California, Berkeley	Vice Chancellor for Equity and Inclusion	Dr. Gibor Basri
University of California, Davis	Dean of the College of Biological Sciences	Dr. James Hildreth
University of California, Davis	Vice Provost and Associate Chancellor, Global Affairs	Dr. Joanna Regulska



Examples of Diversity Placements Facilitated by G/A&A

Institution	Position	Diversity Hire
University of California, Davis	Associate Vice President for Research and Sponsored Prog	Dr. Prasant Mohapatra
University of California, San Diego	Vice Chancellor for Equity, Diversity and Inclusion	Linda Greene, J.D.
University of Cincinnati	Chief Risk Officer	Ms. Anita Ingram
University of Cincinnati	Vice President, Student Affairs & Services	Debra Merchant, J.D.
University of Colorado	Executive Director of Executive Programs	Mr. Nicholas Hamilton-Archer
University of Florida	Dean for the College of Dentistry	Dr. Isabel Garcia
University of Georgia	Associate Provost for Institutional Diversity	Dr. Cheryl Dozier
University of Houston	Dean for the College of Liberal Arts and Social Sciences	Dr. Antonio Tillis
University of Houston Downtown	President	Dr. Juan Sanchez Muñoz
University of Idaho	Vice President for Advancement	Ms. Mary Kay McFadden
University of Illinois at Urbana-Champaign	Provost & Vice Chancellor for Academic Affairs	Dr. Linda Katehi
University of Illinois at Urbana-Champaign	Vice Chancellor of Student Affairs	Dr. C. Renée Romano
University of Illinois at Urbana-Champaign	Dean of the Graduate College	Dr. Deba Dutta
University of Kansas	Vice President of Diversity and Equity	Dr. E. Nathan Thomas
University of Louisiana – Lafayette	Executive Director of Human Resources and Affirmative Action	Mr. Paul D. Thomas
University of Louisiana at Lafayette	Chief Human Resource Officer	Dr. Paul Thomas
University of Mary Washington	Dean of the College of Education	Dr. Mary L. Gendernalik-Cooper
University of Mary Washington	President	Dr. Judy Hample
University of Mary Washington	Provost	Dr. Jay A. Harper
University of Mary Washington	Vice President for Advancement and University Relations	Mr. Salvatore M. Meringolo
University of Maryland Baltimore	Assistant Dean of Development	Ms. Christine Williams
University of Maryland College Park	President	Dr. Wallace Loh
University of Maryland College Park	Senior Vice President and Provost	Dr. Mary Ann Rankin
University of Maryland Eastern Shore	President	Dr. Juliette B. Bell
University of Maryland Medical System	Chief Development Officer for the R. Adams Cowley Shock Trauma Center	Ms. Constance “Dina” Klicos
University of Maryland, Baltimore	Assistant Dean of Development, School of Dentistry	Ms. Christine Williams

Examples of Diversity Placements Facilitated by G/A&A

Institution	Position	Diversity Hire
University of Massachusetts Amherst	Endowed Chair, Nursing	Dr. Donna Sabella
University of Massachusetts Dartmouth	Dean of Nursing	Dr. Kimberly Christopher
University of Massachusetts Dartmouth	Chancellor	Dr. Divina Grossman
University of Massachusetts Dartmouth	Provost and Executive Vice Chancellor for Academic and Student Affairs	Dr. Mohammad Karim
University of Massachusetts Dartmouth	Dean, Arts and Sciences	Dr. Jeannette Riley
University of Memphis	President	Dr. M. David Rudd
University of Memphis	Dean of the College of Communication and Fine Arts	Dr. Anne F. Hogan
University of Miami	Director, Counseling Center	Dr. Rene Monteagudo
University of Miami	Executive Director, International Programs & Services	Dr. Judith Pennywell
University of Michigan	Associate Vice President for Student Affairs and Dean of Students	Dr. Laura Blake Jones
University of Michigan	Dean of A. Alfred Taubman College of Architecture and Urban Planning	Ms. Monica Ponce de Leon
University of Michigan	Director, Center for the Education of Women	Dr. Gloria Thomas
University of Michigan	Director of National Center for Institutional Diversity	Dr. Phillip Bowman
University of Michigan	Director of the Ginsberg Center for Community Service and Learning	Ms. Theresa Cusimano
University of Minnesota	Vice President For Access, Equity and Multicultural Affairs and Vice Provost	Dr. Nancy "Rusty" Barceló
University of Minnesota	Vice President for Equity and Diversity	Dr. Katrice Albert
University of Minnesota Rochester	Vice Chancellor for Academic Affairs and Student Development	Dr. Lori Carrell
University of Missouri Kansas City	Dean of the Henry W. Bloch School of Business and Public Administration	Dr. Teng-Kee Tan
University of Missouri Kansas City	Dean of the School of Nursing and Health Sciences	Dr. Ann Cary
University of Missouri Kansas City	Deputy Chancellor for Equity, Access and Diversity	Dr. Karen Dace
University of Missouri Kansas City	Director of Affirmative Action	Ms. Grace Hernandez
University of Missouri Kansas City	Endowed Chair in Urban Education	Dr. Etta Hollins
University of Missouri Kansas City	School of Dentistry Dean	Dr. Marsha Pyle

Examples of Diversity Placements Facilitated by G/A&A

Institution	Position	Diversity Hire
University of Missouri Kansas City	Executive Vice Chancellor and Provost	Dr. Barbara A. Bichelmeyer
University of Missouri Kansas City	Dean, School of Education	Dr. Justin Perry
University of Nevada Las Vegas	Dean of College of Education	Dr. Chris Brown
University of Nevada Las Vegas	Executive Vice President and Provost	Dr. John Valery White
University of New Mexico	Vice President for Human Resources	Ms. Dorothy Anderson
University of New Mexico	Executive Vice President and Provost	Dr. Suzanne Ortega
University of New Mexico	Vice President of Alumni Relations	Ms. Dana Allen
University of New Mexico	Vice President for Enrollment Management	Ms. Carmen Alvarez Brown
University of New Mexico	Vice President for Equity and Inclusion	Ms. Jozi De Leon
University of New Mexico	Vice President for Research	Dr. Julia Fulghum
University of North Carolina at Charlotte	BOA Endowed Chair in Information Technology	Mr. Ashit Talukder
University of North Carolina at Charlotte	Chair, Department of Computer Science	Dr. Bojan Cukic
University of North Carolina at Charlotte	Dean of Education	Dr. Ellen McIntyre
University of North Carolina at Charlotte	Associate Dean, Computing & Informatics	Dr. Manuel Perez-Quinones
University of North Carolina at Charlotte	Professor, Department of Bioinformatics and Genomics	Dr. Rebekah Rogers
University of North Carolina at Greensboro	Provost	Dr. Dana Dunn
University of Northern Colorado	Assistant Vice President for Equity and Inclusion	Dr. Fleurette King
University of Rhode Island	Vice President of Administration and Finance	Dr. Abigail Rider
University of South Dakota	Dean of the School of Education	Dr. Donald Easton-Brooks
University of Southern Mississippi	President	Dr. Martha Dunagin Saunders
University of Tennessee at Chattanooga	Founding Dean, University Honors College	Dr. Linda Frost
University of Tennessee System	Vice President for Academic Affairs and Student Success	Dr. Bonnie Yegidis
University of Texas at Arlington	Dean of the Libraries	Dr. Rebecca Bichel
University of Texas at Arlington	Dean of the College of Nursing	Dr. Anne Bavier
University of Texas at El Paso	Occupational Therapy Program Director	Dr. Christine Chen
University of Texas at El Paso	Dean of Health Science	Dr. Kathleen Curtis
University of Texas at El Paso	Director of Admissions	Ms. Luisa Havens
University of Texas at El Paso	Director of Facilities	Mr. Jorge Villalobos

Examples of Diversity Placements Facilitated by G/A&A

Institution	Position	Diversity Hire
University of Texas at El Paso	Director, Paso del Norte Institute for Healthy Living	Dr. Leah Whigham
University of Texas at El Paso	Program Director, Doctor of Physical Therapy Program	Dr. Deborah Diaz
University of Texas at El Paso	Provost	Dr. Junius Gonzales
University of Texas at El Paso	Dean, College of Education	Dr. Cyndi Giorgis
University of Texas at Pan American	President	Dr. Blandina Cardenas
University of Texas at San Antonio	Dean of Engineering	Dr. JoAnn Browning
University of Texas at San Antonio	Dean of Public Policy	Dr. Rogelio Saenz
University of Texas at San Antonio	Dean of Library	Dr. Krisellen Maloney
University of Texas at San Antonio	Provost	Dr. Rosalie Ambrosino
University of Texas at San Antonio	Vice President for Student Affairs	Dr. Gage Paine
University of Texas at San Antonio	Vice President of University Advancement	Ms. Marjie M. French
University of Texas at San Antonio	Vice Provost and Dean of the UTSA Graduate School	Dr. DeBrenna LaFa Agbenyiga
University of Texas Rio Grande Valley	Dean of the College of Education	Dr. Patricia M. Alvarez McHatton
University of Texas Rio Grande Valley	Dean of the College of Liberal Arts	Dr. Walter R. Diaz
University of Texas System	Chancellor	Dr. Francisco Cigarroa
University of Virginia	Chief Officer of Human Resources	Ms. Susan Carkeek
University of Virginia	Vice President for Diversity and Equity	Dr. William Harvey
University of Virginia's College at Wise	Chancellor	Dr. Donna Henry
University of West Florida	President	Dr. Martha Dunagin Saunders
University of Wisconsin Madison	Assistant Vice Provost/COO, Division of Diversity, Equity & E	Dr. Wallace Southerland
University of Wisconsin- Platteville	Executive Director of Institutional Effectiveness and Assessment	Ms. Nettie Daniels
University of Wisconsin- Platteville	Dean, College of Engineering, Mathematics and Science	Dr. Molly M. Gribb
University of Wisconsin- Milwaukee	Dean of the College of Health Sciences	Dr. Chukuka Enwemeka
University of Wisconsin- Milwaukee	Dean of the School of Education	Dr. Carol L. Colbeck
University of Wisconsin- Milwaukee	Founding Dean of the School of Public Health	Dr. Magda Peck
University of Wisconsin- Milwaukee	Howe Chair for Healthcare Transformation	Dr. Ronda Hughes
University of Wyoming Board of Trustees	Internal Auditor	Ms. Kathleen Miller

Examples of Diversity Placements Facilitated by G/A&A

Institution	Position	Diversity Hire
University System of Georgia	Assistant Vice Chancellor for Academic Libraries Services and GALILEO	Ms. Lucy Harrison
University System of Maryland	President, University of Maryland, Eastern Shore	Dr. Thelma Thompson
Virginia Commonwealth University	Dean of the School of Engineering	Dr. Barbara D. Boyan
Virginia Commonwealth University	Dean, School of Education	Dr. Andrew P. Daire
Virginia Commonwealth University	Provost and Vice President for Academic Affairs	Dr. Gail Hackett
Virginia Commonwealth University	Vice President of Diversity and Equity Services	Dr. Wanda Mitchell
Virginia Commonwealth University	President	Dr. Michael Rao
Virginia Commonwealth University	Dean of the College of Humanities and Sciences	Dr. Montserrat Fuentes
Virginia State University	President	Dr. Keith T. Miller
Washington State University	President	Dr. Elson Floyd
Washington State University	Director, School of Politics, Philosophy and Public Affairs	Dr. Patricia Glazebrook
Washington State University	Vice President for Information Technology Services, CIO	Dr. Sasi K. Pillay
Wayne State University	Dean of the College of Education	Dr. Carolyn Shields
Wayne State University	Nursing Faculty	Dr. Debra Schutte
Webster University	Vice President for Development and Alumni Programs	Ms. Faith Maddy
West Virginia State University	Vice President for Business and Finance	Dr. William H. Featherstone
West Virginia State University	President	Dr. Brian O'Harold Hemphill
West Virginia State University	Provost and Vice President for Academic Affairs	Dr. Kumara L. Jayasuriya
West Virginia State University	Vice President for University Advancement	Ms. Patricia Schumann
West Virginia State University	Vice President for University Relations and Operations	Ms. Erika Forsythe
West Virginia State University	President	Dr. Anthony Jenkins
West Virginia University	Dean of the College of Business and Economics	Dr. Jose V. "Zito" Sartarelli
West Virginia University	Vice President for University Relations	Ms. Sharon Martin
West Virginia University	Dean of Libraries	Mr. Jon Cawthorne
West Virginia University	Dean of College of Business and Economics	Dr. Javier Reyes
Western Michigan University	Dean, College of Education and Human Development	Dr. Ming Li
Western Michigan University	Dean of Libraries	Ms. Julie Ann Garrison
Westfield State College	President	Dr. Vicky Carwein

Examples of Diversity Placements Facilitated by G/A&A

Institution	Position	Diversity Hire
Wheelock College	Sylvia & James Earl Professor, Technology and Learning	Dr. Nada Dabbagh
Winona State University	Vice President for Enrollment Management and Student Life	Dr. Denise Lloyd McDowell
Winona State University	President	Dr. Judith Ramaley

## **APPENDIX I: Representative List of Clients We Have Worked with Throughout Our Executive Search Experiences**

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

George Mason University	Lock Haven University of Pennsylvania	Montgomery County Community College
George Washington University, The	Louisiana Board of Regents	National Industries for the Blind
Georgetown University	Louisiana State University	National Judicial College
Georgia College and State University	Loyola College in Baltimore	Nebraska Wesleyan University
Georgia Institute of Technology	LYRASIS	New Mexico State University
Georgia State University	Mansfield University of Pennsylvania	New School of Architecture and Design
Goucher College	Marietta College	New York University
Grand Valley State University	Martin University	Newbury College
Grandfather Homes for Children	Mayo Clinic	North Lake College
Hofstra University	Massachusetts College of Art and Design	North Carolina Agricultural & Technical State University
Independent Sector	Medical University of South Carolina	North Carolina State University
Indiana University	Meharry Medical College	North Georgia College and State University
Indiana University of Pennsylvania	Metropolitan State University Denver	Northeast Higher Education District
Illinois State University	Michigan State University	Northeast Ohio Medical University
Iowa State University	Minneapolis Community and Technical College	Northern Illinois University
Jackson State University	Minnesota State Colleges & Universities	Northern Kentucky University
James Madison University	Minnesota State University Moorhead	Northern Virginia Community College
Kendall College	Mississippi College	Northland Community and Technical College
Kennesaw State University	Mississippi Institutions of Higher Learning	Ohio Board of Regents
Kent State University	Mississippi University for Women	Ohio State University, The
Kent State University Columbiana County Campuses	Mississippi Valley State University	Ohio State University Newark, The
Kent State University Stark	Missouri University of Science & Technology	Ohio University
Kent State University Trumbull	Monmouth University	Oklahoma State University
Kent State University Tuscarawas	Montana State University	Orbis Cascade Alliance
Kentucky Board of Education	Montana Tech of University of Montana	Oregon Education Investment Board
Kentucky Council on Postsecondary Education	Montana University System	Park University
Kentucky Wesleyan College	Montgomery College	Pennsylvania College of Technology
Kutztown University	Moravian College	Pennsylvania State System of Higher Education
Lamar University	Morgan State University	Pennsylvania State University
Lansing Community College	Mountain View College	Purdue University
Lehigh University		
Lehigh Carbon Community College		
LeMoyne-Owen College		
Lincoln College		



Purdue University Calumet	Sweet Briar College	University of Colorado at Denver
Purdue University Northwest	Tennessee Board of Regents	University of Denver
Radford University	Tennessee State University	University of Florida
Ramapo College of New Jersey	Tennessee Tech University	University of Georgia
Reader's Digest Association	Texas A&M University Corpus Christi	University of Houston
Remington College	Texas Tech University	University of Houston, Downtown
Rowan University	Texas Tech University Health Sciences Center at El Paso (TTUHSC)	University of Iowa
Rutgers-Camden	Texas Woman's University	University of Idaho
Rutgers-New Brunswick	Towson University	University of Illinois
Saint Anselm College	Tulane University	University of Illinois at Chicago
Salisbury University	Union Institute, The	University of Illinois Springfield
Sam Houston State University	University and Community College System of Nevada	University of Illinois, Urbana-Champaign
San Jose State University	University at Albany State University of New York	University of Kansas
South Carolina Governor's School for Science and Math	University of Alabama	University of Kentucky
South Carolina Governor's School for Arts and Humanities	University of Alabama at Birmingham	University of Louisiana
South Dakota State University – College of Nursing	University of Alabama at Huntsville	University of Louisiana-Lafayette
South University	University of Arizona	University of Louisville
Southeastern Louisiana University	University of Arkansas Fayetteville	University of Mary Washington
Southern Illinois University, Carbondale	University of Arkansas at Little Rock	University of Maryland-Baltimore
Southwest Minnesota State University	University of Arkansas Pine Bluff	University of Maryland-Baltimore County
Southwest Tennessee Community College	University of Baltimore	University of Maryland-Eastern Shore
St. Cloud State University	University of California, Berkeley	University of Maryland-College Park
St. John Fisher College	University of California, Davis	University of Maryland Medical Systems Foundation
St. John's University	University of California, San Diego	University of Massachusetts
St. Louis Science Center	University of California, San Francisco	University of Massachusetts Amherst
State of Ohio Department of Education	University of Central Florida	University of Massachusetts Dartmouth
State University of New York at Buffalo	University of Cincinnati	University of Memphis
State University of New York at Plattsburgh	University of Connecticut	University of Miami
Stephen F. Austin State University	University of Colorado	University of Michigan
Suffolk University		University of Michigan - Flint
Susquehanna University		University of Minnesota

University of Minnesota-Crookston	University of Texas El Paso	Westfield State College
University of Minnesota-Deluth	University of Texas Medical Branch	Wheelock College
University of Minnesota-Rochester	University of Texas Pan American	Winona State University
University of Mississippi Medical Center	University of Texas Rio Grande Valley	Wright State University
University of Missouri System	University of Texas San Antonio	Yeshiva University
University of Missouri-Kansas City	University of Texas System	
University of Missouri-Rolla	University of Toledo	
University of Montana	University of Virginia	
University of Mount Union	University of Virginia's College at Wise	
University of Nebraska-Omaha	University of West Florida	
University of Nevada Las Vegas	University of Wisconsin-Madison	
University of New Mexico	University of Wisconsin-Milwaukee	
University of North Carolina-Chapel Hill	University of Wisconsin-Platteville	
University of North Carolina-Charlotte	University System of Georgia	
University of North Carolina-Greensboro	Upper Iowa University	
University of North Texas	Valdosta State University	
University of Northern Colorado	Virginia Commonwealth University	
University of Oregon	Virginia State University	
University of Pikeville	Virginia Tech	
University of South Dakota	Walters State Community College	
University of South Florida, Polytechnic	Washburn University	
University of South Florida, St. Petersburg	Washington State University	
University of Southern Colorado	Washington State University Vancouver	
University of Southern Mississippi	Wayne State University	
University of Tennessee	Weber State University	
University of Tennessee Chattanooga	Webster University	
University of Tennessee System	West Chester University of Pennsylvania	
University of Texas Arlington	West Virginia University	
University of Texas Austin	West Virginia State University	
University of Texas Brownsville	Western Michigan University	
	Western Washington University	