

University of Northern Iowa

President

Proposal submitted by

RPA_{inc.}

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5.1.1. Executive Summary

Phase 1 – Facilitating a Partnership

RPA Inc. approaches our relationship with a client as a partnership. We facilitate, rather than control, each step of the search process. We ensure that the Board of Regents and search committee members are able to make decisions for the search based on the findings and observations from our work.

Our partnership with the committee is based on trust, so we orient them to our process in order to fully understand each step. We also gather input from the committee and other institutional constituencies to learn what they are seeking in a new team member.

Phase 2 – Research & Marketing

RPA Inc. begins developing your candidate pool through a research process that goes beyond simply identifying known prospects. Each search is strengthened by our constantly growing, proprietary database of professionals. By this point in the search process, our team and consultants will be individually acquainted with the unique qualities and characteristics of your institution. They will research and identify individuals outside of our existing network and target potential candidates who align with the values and needs of the institution.

RPA Inc. also begins to build a robust pool of candidates through vigorous marketing techniques. These include placement of multimedia advertising that reaches thousands of individuals worldwide as well as multiple targeted outreaches to professionals across the nation announcing and promoting the opportunity at your institution.

Phase 3 – Outreach & Recruitment

RPA Inc. consultants begin the networking process by initiating conversations with prospective candidates, eliciting interest in your opportunity, and inviting professionals to submit nominations. These conversations allow RPA Inc. to align the needs and parameters for the position to the qualities, skills, and experience of the individuals contacted. During this process, RPA Inc. takes care of all the heavy-lifting of managing your candidates including: fielding questions, responding to emails, providing additional information, and processing application materials.

Top candidates are assessed as to their interest in the position, availability, specific experience, administrative style, and any additional characteristics that may be of importance to the evaluation process. The information gathered, combined with our expertise, is then used to support the search committee in making their decisions.

Phase 4 – Qualifying & Evaluating

Through our unique, multi-level evaluation process, your RPA Inc. consultants personally interview with the committee's choice of top candidates. While these interviews are underway, your consultants will conduct initial reference calls on behalf of each semifinal candidate. The results of this reference work will be shared with the committee prior to its choosing candidates to invite for neutral-site or on-site interviews.

Once the finalists are identified, additional reference work will be conducted, which may include investigation of specific questions or concerns identified by the institution. Other pertinent investigations may be undertaken at the instruction of the client.

Phase 5 – Closing the Search

RPA Inc. offers the benefit of expert planning and support for the execution of your on-site finalist interviews. We will assist in establishing a definitive interview process that will give each relevant constituency adequate knowledge of every finalist and create opportunities to interact with candidates in a variety of settings.

Identifying a top candidate is not the end of your search. To ensure a satisfactory conclusion to your search, RPA Inc. continues to consult with you as you develop your relationship with your top candidate. RPA Inc. serves, if needed, as counselor and facilitator during sensitive post-interview evaluations and salary negotiations.

5.1.2. Complete List of Clients

Achieving the Dream, Inc.	Brite Divinity School	Council for Advancement and Support of Education (CASE)
Agnes Scott College	Brown University	Council for America's First Freedom
Aircraft Owners and Pilots Association	Bryan College	Victory University (Formerly: Crichton College)
Albright College	Buckhorn Children's Foundation	Crow Canyon Archaeological Center
Alfred State, SUNY College of Technology	Buffalo Bill Center of the West (Formerly: Buffalo Bill Historical Center)	Culver-Stockton College
Alfred University	Burr & Burton Academy	Cumberland University
Alvernia University	California Baptist University	Curry College
American Association of Community Colleges	California Institute of Technology	Dartmouth-Hitchcock Medical Center
American International College	California State University, Fresno	Davenport University
American University in Cairo	California University of Pennsylvania	Dean College
American Welding Society	Calumet College of St. Joseph	Delaware Valley College
Anoka Technical College/Anoka-Ramsey Community College	Catawba College	DePaul University
Arcadia University	Cedarville University	Dominican University of California
Asnuntuck Community College	Center of Creative Arts	Donald Danforth Plant Science Center
Augustana College	Central Lakes College	East Stroudsburg University
Averett University	Central Penn College	Edinboro University
Bacone College	Chemical Heritage Foundation	Elizabethtown College
Ball State University	Chemung County Library District	Elmira College
Bancroft	Clarion University Foundation, Inc.	Embry-Riddle Aeronautical University
Summit University (Formerly: Baptist Bible College & Seminary)	Clarkson University	Emerson College
Becker College	Coastal Carolina University	Emporia State University
Beloit College	Colgate Rochester Crozer Divinity School	Eureka College
Berea College	Colgate University	Felician College
Bethany College (KS)	College of Saint Benedict	Ferris State University
Bethel University (MN)	College of Saint Mary	Flagler College
Bethel Woods Center for the Arts	Columbia International University	Florida A&M University
Binghamton University Foundation, SUNY	Community College of Philadelphia	Fontbonne University
Birmingham-Southern College	Community Foundation for Southwest Washington	Food for the Hungry
Bloomsburg University	Connecticut State Library	Franklin College
Borough of Manhattan Community College, CUNY	Consortium for Graduate Study in Management	Franklin Pierce University
Briar Cliff University		Gannon University

Goshen College	Mars Hill College	Pennsylvania Horticulture Society
Grace College and Seminary	Maryville University (MO)	Pennsylvania Library Association
Greater Newark Charter School	McCormick Theological Seminary	Pequea Valley Public Library
Hanover College	McHenry County College Foundation	Pfeiffer University
Hanover Hospital	Meredith College	Pittsburgh Theological Seminary
Harcum College	Metropolitan State University	Point University
Hardin-Simmons University	Michigan State University	Portland State University
Harrisburg Area Community College	Millersville University	Presbyterian Homes of Chicago
Harrisburg University of Science and Technology	Millikin University	Purchase College, SUNY
Hartwick College	Milwaukee Area Technical College	Purdue University Calumet
Heritage University	Minnesota State University, Mankato	Quinebaug Valley Community College
Historical Society of Pennsylvania	Misericordia University	Quinnipiac University
Hiwassee College	Monroe Community College	Randolph College
Hollins University	Montana State University Billings	Rensselaer Polytechnic Institute
Homewood Retirement Centers	Montclair State University	Ridley Township Public Library
Hood College	Montgomery County Community College	Roanoke College
Illinois College	Mount Aloysius College	Robert Morris University
Immaculata University	Mount Mercy College	Rochester Community and Technical College
Iona College	Mountain State University	Rocky Mountain Institute
John Tyler Community College	Multnomah University	Saint Joseph's College
Kansas Wesleyan University	Muskingum University	Saint Joseph's College of Maine
Kendall College of Art and Design	Naropa University	Saint Leo University
Keystone College	National Underground Railroad Freedom Center	Saint Mary-of-the-Woods College
Kutztown University	National-Louis University	Savannah College of Art and Design
Lackawanna College	Nebraska Wesleyan University	Shippensburg University
Lafayette College	Neumann University	Slippery Rock University Foundation, Inc.
Lebanon Valley College	New England College	Spalding University
Lehigh University	North Carolina Wesleyan College	Spelman College
LeMay – America's Car Museum	Northeast-10 Conference	Spring Hill College
LIM College	Northern Virginia Community College	Springfield College
Linfield College	Northwest Florida State College	St. Lawrence University
Lock Haven University	Ohio Wesleyan University	Sterling College
Louisville Theological Seminary	Pace University	Stillman College
Lycoming College	Pearl S. Buck International	SUNY at Stony Brook
Lyon College		SUNY College of Agriculture and Technology at Cobleskill
Malone University		
Mansfield University		

SUNY College of Environmental
Science & Forestry
SUNY College of Technology at
Canton
SUNY Empire State College
SUNY Geneseo
SUNY Maritime College
SUNY New Paltz
SUNY Oswego
Susquehanna University
Talladega College
Tennessee Wesleyan College
The College at Brockport, SUNY
The College of New Jersey
The College of Saint Rose
The Community College of
Baltimore County
The Haverford School
The Lee David Pesky Center for
Educational Enrichment
The Williamson Free School of
Mechanical Trades
Thiel College
Thomas Edison State College
Thomas Nelson Community
College
Three Rivers Community College
Tidewater Community College
Tilton School

Transylvania University
Trinity International University
Truman State University
Union Presbyterian Seminary
Union Theological Seminary
Universitas Pelita Harapan
University of Alabama at
Birmingham
University of Arkansas, Fort Smith
University of Connecticut
Foundation, Inc.
University of Maine
University of Massachusetts
Amherst Foundation
University of Medicine and
Dentistry of New Jersey
University of Missouri-St. Louis
University of Montevallo
University of Pennsylvania
University of Puget Sound
University of Richmond
University of Saint Francis (IN)
University of Saint Thomas
University of South Dakota
Foundation
University of the District of
Columbia
University of Wisconsin-La Crosse
University of Wisconsin-
Platteville

University of Wisconsin-River
Falls
University of Wisconsin-Stevens
Point
Upper Iowa University
Ursinus College
Utica College
Vanguard University of Southern
California
Washington & Jefferson College
Washington County Health
System, Inc.
Washington State University
Washington University in St.
Louis
Washtenaw Community College
Weber State University
Wells College
West Virginia Northern
Community College
Western Washington University
Westminster College
Westmont College
William Peace University
Williamsport-Lycoming
Foundation
Wilmington College
Wittenberg University
Wright State University
Yale University

5.1.3. Staffing

Brian Bustin, Search Consultant, will serve as the primary point of contact for the Board of Regents. Your consultant assumes an important role as the strategic and hands-on facilitator for search planning, recruitment, and evaluation. The consultant's focus is to recognize the uniqueness of your institution and become an effective advocate for the University of Northern Iowa. Working closely with the search committee, the consultant ensures that there is agreement on the qualities, values, and experiences necessary for the next president to possess. With these characteristics in mind, the consultant then identifies and recruits high-quality candidates. Additionally, the consultant conducts informative qualifying interviews and assists the search committee in creating questions for its own semifinalist interviews. When an offer is ready to be made to the selected candidate, your consultant supports the governing body. At all stages of the search process, your consultant will be the University of Northern Iowa's main point of contact.

Brian Bustin, Brian Bustin, Search Consultant, joined RPA Inc. in 2011 and has established a proven track record of facilitating executive searches at all levels. As a leading Presidential search consultant in higher education, Brian has provided expert guidance to governing bodies and search committees, resulting in thorough and effective search processes. Brian is devoted to understanding the qualities of the institutions he serves, developing a custom search plan to recruit and evaluate qualified candidates, and properly aligning candidates' experiences, skills, and values with the institution's needs. This has led to his history of facilitating searches that identify mission-driven, successful Presidents at four-year public and private colleges and universities as well as community colleges.

In addition to successful Presidential searches, Brian has also facilitated searches for vice presidential chairs, executive/senior vice presidents, deans, directors at all types of institutions of higher education and nonprofit organizations. Prior to joining the RPA Inc. team, Brian served in a variety of teaching roles in secondary and higher education. He earned a Bachelor of Arts in Political Science and History from the University of Connecticut and a Master of Arts in Political Science from East Stroudsburg University of Pennsylvania.

In the last four years, Brian has facilitated 27 searches, eight of which have been presidential.

Brian Bustin Search Experience Since 2012

Institution	Position
Achieving the Dream, Inc.	Vice President for Community College Relations
Arizona Christian University	Executive Vice President/ Chief Operating Officer
Becker College	Vice President for Institutional Advancement
Bethany College	Dean of Admissions and Financial Aid
Borough of Manhattan Community College, CUNY	Executive Vice President/Provost
Calumet College of St. Joseph	President
Cedarville University	President
Central Lakes College, Minnesota State Colleges and Universities	President
Central Penn College	President
Community College of Philadelphia	Dean of Enrollment Management
Cumberland University	President
Delaware Valley University	President
Delaware Valley University	Vice President for Finance and Administration
Empire State College, SUNY	Associate Vice President for Enrollment Management and Marketing
Georgia State University	Chairperson of the Department of Physical Therapy
LIM College	Dean of Student Affairs
LIM College	Special Assistant to the Provost and Executive Vice President

Montgomery County Community College	Dean of Academic and Student Services, West Campus
Saint Joseph's College	President
Shippensburg University	President
SUNY Maritime College	Provost
SUNY New Paltz	Vice President for Administration and Finance
Thomas Edison State University	Executive Director of Continuing Studies
University of Wisconsin-River Falls	Associate Vice Chancellor for Enrollment & Student Success
Washtenaw Community College	Vice President for Instruction
Washtenaw Community College	Vice President for College Advancement, Relations, and Communications
William Peace University	Vice President for Academic Affairs

Additional Staff

Your RPA Inc. project team is built for optimum quality service. Along with the search consultant who will be the principal strategist, advisor, and recruitment lead, your search will be assigned three additional staff members.

Search Manager: A search manager will be selected to guide you and candidates through the stages of the search process. Focused on keeping the search on schedule, managers serve as candidates' main point of contact throughout the networking phase, share responsibility for aspects of recruitment and pre-qualifying telephone conversations, and conduct reference and background checks.

Information Specialist: An information specialist provides additional support by ensuring an accurate database and a tailored outreach plan specifically designed for your search.

Administrative Assistant: An administrative assistant will guarantee all necessary materials are collected and acknowledged from candidates, as well as assemble and organize client materials for the on-site recruitment analysis and neutral-site interviews.

Richard Allen, President and Principal, will be present for the audit, semi-finalist selection, and neutral-site interviews.

5.1.4. References

Briar Cliff University

Principal Contact: Sister Kate Katoski, Chair of the Board
Address: Sisters of St. Francis, 3390 Windsor Ave., Dubuque, IA 52001-1311
Phone: 563-564-9411
Email: Katoskic@osfdbq.org
Scope of Work: Completed a search for a new President.

Shippensburg University of Pennsylvania

Principal Contact: Mr. B. Michael Schaul, Chair of the Council of Trustees; President and Managing Partner, Economic Strategies Group
Address: 213 Market Street, Harrisburg, Pennsylvania 17101
Phone: 717-608-5105
Email: michaels@whmgroup.com
Scope of Work: Completed a search for a new President.

Pennsylvania State System of Higher Education

Principal Contact: Dr. Peter Garland, Executive Vice Chancellor for Academic & Student Affairs
Address: 2986 North Second, Harrisburg, Pennsylvania 17110
Phone: 717-720-4010
Email: pgarland@passhe.edu
Scope of Work: Completed presidential searches for Shippensburg in 2015 and for California University of Pennsylvania in 2016.

5.1.5. Schedule/Time Commitment

RPA Inc. will provide a detailed, written schedule for all activities of the search process delineating firm time frames for completion of each action required and indicating the relative responsibilities of all those involved. A typical presidential search normally requires four to five months to complete, but the schedule can be modified to meet your specific needs and preferences.

The following schedule can be used as a general guide of the deliverables and timeline.

University of Northern Iowa DRAFT Presidential Search Schedule

	Activity Name	Start Date	Finish Date	2016					2017
				Aug	Sept	Oct	Nov	Dec	Jan
1	RPA Inc. begins research and preparation for the search	8/5/16	8/26/16						
2	University of Northern Iowa gathers information materials and prepares for the on-site position assessment	8/22/16	8/29/16						
3	RPA Inc. visits UNI to conduct a two-day on-site position assessment and listening sessions	8/29/16	8/30/16						
4	First Search Committee meeting with RPA Inc. during on-site assessment.	8/30/16	8/30/16						
5	RPA Inc. develops the position advertisement	8/24/16	8/26/16						
6	Search Committee reviews and approves the advertisement	8/29/16	8/30/16						
7	RPA Inc. suggests and places the approved advertisement at locations selected by the Search Committee	8/31/16	9/1/16						
8	RPA Inc. develops the presidential prospectus	8/31/16	9/7/16						
9	Search Committee reviews and approves the position prospectus	9/8/16	9/14/16						
10	RPA Inc. sends the promotional broadcast mailing announcing the search and soliciting nominations	9/14/16	9/16/16						
11	RPA Inc. networks with prospective candidates and builds the candidate pool	9/14/16	11/1/16						
12	RPA Inc. conducts telephone prequalifying interviews	10/14/16	11/3/16						
13	Advertised deadline for the first review of candidates	10/25/16	10/25/16						
14	Search Committee reviews the candidate pool via a password protected website	10/27/16	11/3/16						
15	RPA Inc. and Search Committee meet to select candidates for interviews with RPA Inc. Consultant	11/3/16	11/3/16						
16	RPA Inc. interviews with selected semifinal candidates	11/4/16	11/11/16						
17	RPA Inc. conducts reference checks on selected semifinal candidates	11/4/16	11/23/16						
18	RPA Inc. collects candidate "homework" assignments from semifinalist candidates and posts to the password protected website for the Search Committee to review	11/10/16	11/14/16						
19	RPA Inc. meets with the Search Committee to review the results of the semifinalist interviews and select candidates for neutral-site interviews	11/14/16	11/14/16						
20	Potential neutral-site interviews	12/2/16	12/5/16						
21	Potential on-site interviews	12/12/16	12/16/16						
22	Search Committee meets with RPA Inc. to review the results of the on-site interviews and select candidates to recommend to the Board	12/19/16	12/19/16						
23	Appointment negotiations	12/20/16	12/22/16						
24	Announcement of winning candidate	1/9/17	1/9/17						

PLEASE NOTE: Items in RED involve the direct participation of the Search Committee



Client Activity



Client and RPA Inc. Activity



RPA Inc. Deliverables

5.1.6. Stakeholders Involvement

During a Presidential Search, it is imperative to involve all stakeholders in the process, including the Board of Regents, internal University stakeholders, and external stakeholders such as alumni and friends of the institution. This is accomplished through several means. First, during the on-site position assessment, representatives from all areas will meet with the consultant to share their views on the skills and experiences needed in the next President. Second, an online survey will be created that can be shared with all internal and external stakeholders so that everyone in the University community has the opportunity to share their opinions. Finally, included in both stages above, consultants provide each person with whom they meet the opportunity to make nominations of individuals they believe could be a match with the position. All nominations are pursued directly by RPA Inc. team to assess potential interest in the search.

From our experience, here is the recommended list of stakeholders that RPA Inc. consultants meet with as part of the on-campus position assessment.

On campus position assessment

RPA Inc. consultant team spends two days on the campus meeting with University stakeholders to develop a leadership profile for the desired candidate.

These meetings typically involve individual meetings with all direct reports to the president.

Group meetings with faculty, faculty senate/union leadership, academic deans, staff, students, alumni, and community leaders.

Search orientation meetings with the search committee and Board of Regents to orient these bodies to their roles and responsibilities throughout the search process.

Presidential Search Website

We recommend that clients develop a webpage devoted to the presidential search. This website is used so the Board of Regents and search committee can make periodic updates to the wider University community on the progress of the search. This ensures a high level of communication and transparency throughout the search process.

On-campus interviews with selected candidates

Stakeholders are typically involved in recruiting and evaluating selected candidates during the one and a half or two day visit to campus.

The University stakeholders will get a chance to meet and interact with the candidates.

RPA Inc. will supply University stakeholders with another online feedback form to provide feedback to the search committee based on their impressions of each candidate.

The rationale for this stage of the search is twofold. First, it is important to gain stakeholder buy-in for the recommended candidates. Secondly, it provides the candidates with the opportunity to meet with University stakeholders.

6. Fee Structure

RPA Inc. is a retained search firm whose recruitment fees are calculated at one-third the starting salary of the winning candidate, including any signing bonus, but not less than \$68,500. The fee for the search includes: consulting time, printing, postage, materials, telephone, database support, faxing costs, and one background check on the top candidate.

Not included in the fee are costs for travel, print and electronic advertisements, express delivery, vendor-assisted telephone conference calls, and additional background checks. These costs are billed separately at actual cost. Your institution will be asked to approve any extended travel or unusual expenses in advance.

Please note that RPA Inc. does not charge any additional percentage-based or fixed administrative fee.

Invoices will be submitted based on the minimum fee and billed as follows:

- 33% of the base fee will be billed upon completion of the on-site position assessment.
- 33% of the base fee will be billed after outreach emails are sent and advertisements are placed.
- 34% of the base fee will be billed after semifinal candidates are interviewed.
- A final adjusted bill will be made after the successful closure of the search to reflect any fee differential relative to the starting salary.

Search Support Fees

Additional background checks are approximately \$395 per candidate.

Estimated Travel Expenses

As a baseline for these additional anticipated expenses, our search firm average expense cost per search is currently between \$2,000 - \$7,500 per search, largely determined by the number of times the consultant will be requested to visit campus and participate in meetings in person.

Candidate travel costs vary depending on the geographic region from which candidates must be brought to the client site. Those expenses will be controlled by the University of Northern Iowa.

Estimated Advertising Expenses

Expenses for print and electronic advertisements are billed separately at actual cost. As a baseline for these additional expenses, our average expense cost is between \$1,500 - \$5,000 per search, determined by print and electronic advertising placement locations selected by the institution.

This estimate does not include print advertising in the Chronicle of Higher Education. Should the University choose to include a hard-copy print ad in the Chronicle, which is not always recommended by RPA Inc., an estimated \$5,000 would be added to advertising costs.

Hiring Guarantee

Should the initial candidate pool assembled according to the criteria established by the institution not yield a satisfactory individual, RPA Inc. will continue to network and market the position without additional consulting fees until a satisfactory candidate is identified. However, should the institution materially alter the criteria agreed upon prior to the initiation of search activities, including job title, supervisory lines, salary, or core qualifications, and such change causes the parties to be unable to find a suitable candidate with the newly established requirements from the pool of candidates already developed, RPA Inc. reserves the right to charge additional fees in order to develop a candidate pool meeting the new criteria. Moreover, should the actions of the institution cause a significant delay in completion of any activities specified in the detailed search schedule provided at the start of the search, RPA Inc. assumes no responsibility for search closure or maintenance of the candidate pool.

Should a candidate appointed to the subject position be found within the first year of employment to perform in an unsatisfactory manner, RPA Inc. reserves the right to attempt to counsel and advise the client and the employee first, without charge, to ascertain if the situation can be corrected. If this is unsuccessful, RPA Inc. will re-advertise and re-network the position without further consulting fees. Similarly, if a candidate is terminated for cause within the first year

and such cause is of a nature that RPA Inc. should have, in the course of its reference and background investigations, identified the potential to impair the individual's performance, the firm will facilitate a second search without further consulting fees. In both cases, costs of commercial advertising, travel, and other expenses associated with the search process will be billed separately at cost.