University of Northern Iowa

President

Proposal submitted by

RPA, Inc.

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Williamsport, PA 17701
www.rpainc.org
800.992.9277

July 12, 2016
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.
Agnes Scott College
Aircraft Owners and Pilots Association
Albright College
Alfred State, SUNY College of Technology
Alfred University
Alvernia University
American Association of Community Colleges
American International College
American University in Cairo
American Welding Society
Anoka Technical College/Anoka-Ramsey Community College
Arcadia University
Asnuntuck Community College
Augustana College
Averett University
Bacone College
Ball State University
Bancroft
Summit University (Formerly: Baptist Bible College & Seminary)
Becker College
Beloit College
Berea College
Bethany College (KS)
Bethel University (MN)
Bethel Woods Center for the Arts
Binghamton University Foundation, SUNY
Birmingham-Southern College
Bloomsburg University
Borough of Manhattan Community College, CUNY
Briar Cliff University
Brite Divinity School
Brown University
Bryan College
Buckhorn Children’s Foundation
Buffalo Bill Center of the West (Formerly: Buffalo Bill Historical Center)
Burr & Burton Academy
California Baptist University
California Institute of Technology
California State University, Fresno
California University of Pennsylvania
Calumet College of St. Joseph
Catawba College
Cedarville University
Center of Creative Arts
Central Lakes College
Central Penn College
Chemical Heritage Foundation
Chemung County Library District
Clarion University Foundation, Inc.
Clarkson University
Coastal Carolina University
Colgate Rochester Crozer Divinity School
Colgate University
College of Saint Benedict
College of Saint Mary
Columbia International University
Community College of Philadelphia
Community Foundation for Southwest Washington
Connecticut State Library
Consortium for Graduate Study in Management
Council for Advancement and Support of Education (CASE)
Council for America’s First Freedom
Victory University (Formerly: Crichton College)
Crow Canyon Archaeological Center
Culver-Stockton College
Cumberland University
Curry College
Dartmouth-Hitchcock Medical Center
Davenport University
Dean College
Delaware Valley College
DePaul University
Dominican University of California
Donald Danforth Plant Science Center
East Stroudsburg University
Edinboro University
Elizabethtown College
Elmira College
Embry-Riddle Aeronautical University
Emerson College
Emporia State University
Eureka College
Felician College
Ferris State University
Flagler College
Florida A&M University
Fontbonne University
Food for the Hungry
Franklin College
Franklin Pierce University
Gannon University
Goshen College
Grace College and Seminary
Greater Newark Charter School
Hanover College
Hanover Hospital
Harcum College
Hardin-Simmons University
Harrisburg Area Community College
Harrisburg University of Science and Technology
Hartwick College
Heritage University
Historical Society of Pennsylvania
Hiwassee College
Hollins University
Homewood Retirement Centers
Hood College
Illinois College
Immaculata University
Iona College
John Tyler Community College
Kansas Wesleyan University
Kendall College of Art and Design
Keystone College
Kutztown University
Lackawanna College
Lafayette College
Lebanon Valley College
Lehigh University
LeMay – America’s Car Museum
LIM College
Linfield College
Lock Haven University
Louisville Theological Seminary
Lycoming College
Lyon College
Malone University
Mansfield University
Mars Hill College
Maryville University (MO)
McCormick Theological Seminary
McHenry County College Foundation
Meredith College
Metropolitan State University
Michigan State University
Millersville University
Millikin University
Milwaukee Area Technical College
Minnesota State University, Mankato
Misericordia University
Monroe Community College
Montana State University Billings
Montclair State University
Montgomery County Community College
Mount Aloysius College
Mount Mercy College
Mountain State University
Multnomah University
Muskingum University
Naropa University
National Underground Railroad Freedom Center
National-Louis University
Nebraska Wesleyan University
Neumann University
New England College
North Carolina Wesleyan College
Northeast-10 Conference
Northern Virginia Community College
Northwest Florida State College
Ohio Wesleyan University
Pace University
Pearl S. Buck International
Pennsylvania Horticulture Society
Pennsylvania Library Association
Pequea Valley Public Library
Pfeiffer University
Pittsburgh Theological Seminary
Point University
Portland State University
Presbyterian Homes of Chicago
Purchase College, SUNY
Purdue University Calumet
Quinebaug Valley Community College
Quinnipiac University
Randolph College
Rensselaer Polytechnic Institute
Ridley Township Public Library
Roanoke College
Robert Morris University
Rochester Community and Technical College
Rocky Mountain Institute
Saint Joseph’s College
Saint Joseph’s College of Maine
Saint Leo University
Saint Mary-of-the-Woods College
Savannah College of Art and Design
Shippensburg University
Slippery Rock University Foundation, Inc.
Spalding University
Spelman College
Spring Hill College
Springfield College
St. Lawrence University
Sterling College
Stillman College
SUNY at Stony Brook
SUNY College of Agriculture and Technology at Cobleskill
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

<table>
<thead>
<tr>
<th>Institution</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieving the Dream, Inc.</td>
<td>Vice President for Community College Relations</td>
</tr>
<tr>
<td>Arizona Christian University</td>
<td>Executive Vice President/ Chief Operating Officer</td>
</tr>
<tr>
<td>Becker College</td>
<td>Vice President for Institutional Advancement</td>
</tr>
<tr>
<td>Bethany College</td>
<td>Dean of Admissions and Financial Aid</td>
</tr>
<tr>
<td>Borough of Manhattan Community College, CUNY</td>
<td>Executive Vice President/Provost</td>
</tr>
<tr>
<td>Calumet College of St. Joseph</td>
<td>President</td>
</tr>
<tr>
<td>Cedarville University</td>
<td>President</td>
</tr>
<tr>
<td>Central Lakes College, Minnesota State Colleges and Universities</td>
<td>President</td>
</tr>
<tr>
<td>Central Penn College</td>
<td>President</td>
</tr>
<tr>
<td>Community College of Philadelphia</td>
<td>Dean of Enrollment Management</td>
</tr>
<tr>
<td>Cumberland University</td>
<td>President</td>
</tr>
<tr>
<td>Delaware Valley University</td>
<td>President</td>
</tr>
<tr>
<td>Delaware Valley University</td>
<td>Vice President for Finance and Administration</td>
</tr>
<tr>
<td>Empire State College, SUNY</td>
<td>Associate Vice President for Enrollment Management and Marketing</td>
</tr>
<tr>
<td>Georgia State University</td>
<td>Chairperson of the Department of Physical Therapy</td>
</tr>
<tr>
<td>LIM College</td>
<td>Dean of Student Affairs</td>
</tr>
<tr>
<td>LIM College</td>
<td>Special Assistant to the Provost and Executive Vice President</td>
</tr>
</tbody>
</table>
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
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.
<table>
<thead>
<tr>
<th>Activity Name</th>
<th>Start Date</th>
<th>Finish Date</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 RPA Inc. begins research and preparation for the search</td>
<td>8/5/16</td>
<td>8/26/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 University of Northern Iowa gathers information materials and prepares for</td>
<td>8/22/16</td>
<td>8/29/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>the on-site position assessment</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3 RPA Inc. visits UNI to conduct a two-day on-site position assessment and</td>
<td>8/29/16</td>
<td>8/30/16</td>
<td></td>
<td></td>
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<tr>
<td>listening sessions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 First Search Committee meeting with RPA Inc. during on-site assessment.</td>
<td>8/30/16</td>
<td>8/30/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 RPA Inc. develops the position advertisement</td>
<td>8/24/16</td>
<td>8/26/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Search Committee reviews and approves the advertisement</td>
<td>8/29/16</td>
<td>8/30/16</td>
<td></td>
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</tr>
<tr>
<td>7 RPA Inc. suggests and places the approved advertisement at locations selected</td>
<td>8/31/16</td>
<td>9/1/16</td>
<td></td>
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<tr>
<td>by the Search Committee</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>8 RPA Inc. develops the presidential prospectus</td>
<td>8/31/16</td>
<td>9/7/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Search Committee reviews and approves the position prospectus</td>
<td>9/8/16</td>
<td>9/14/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 RPA Inc. sends the promotional broadcast mailing announcing the search and</td>
<td>9/14/16</td>
<td>9/16/16</td>
<td></td>
<td></td>
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<tr>
<td>soliciting nominations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 RPA Inc. networks with prospective candidates and builds the candidate</td>
<td>9/14/16</td>
<td>11/1/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>pool</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 RPA Inc. conducts telephone prequalifying interviews</td>
<td>10/14/16</td>
<td>11/3/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Advertised deadline for the first review of candidates</td>
<td>10/25/16</td>
<td>10/25/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 Search Committee reviews the candidate pool via a password protected website</td>
<td>10/27/16</td>
<td>11/3/16</td>
<td></td>
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</tr>
<tr>
<td>15 RPA Inc. and Search Committee meet to select candidates for interviews with</td>
<td>11/3/16</td>
<td>11/3/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RPA Inc. Consultant</td>
<td></td>
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</tr>
<tr>
<td>16 RPA Inc. interviews with selected semifinal candidates</td>
<td>11/4/16</td>
<td>11/11/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 RPA Inc. conducts reference checks on selected semifinal candidates</td>
<td>11/4/16</td>
<td>11/23/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 RPA Inc. collects candidate &quot;homework&quot; assignments from semifinalist</td>
<td>11/10/16</td>
<td>11/14/16</td>
<td></td>
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<tr>
<td>candidates and posts to the password protected website for the Search</td>
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<tr>
<td>Committee to review</td>
<td></td>
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<tr>
<td>19 RPA Inc. meets with the Search Committee to review the results of the</td>
<td>11/14/16</td>
<td>11/14/16</td>
<td></td>
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<tr>
<td>semifinalist interviews and select candidates for neutral-site interviews</td>
<td></td>
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<tr>
<td>20 Potential neutral-site interviews</td>
<td>12/2/16</td>
<td>12/5/16</td>
<td></td>
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</tr>
<tr>
<td>21 Potential on-site interviews</td>
<td>12/12/16</td>
<td>12/16/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22 Search Committee meets with RPA Inc. to review the results of the on-site</td>
<td>12/19/16</td>
<td>12/19/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>interviews and select candidates to recommend to the Board</td>
<td></td>
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</tr>
<tr>
<td>23 Appointment negotiations</td>
<td>12/20/16</td>
<td>12/22/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24 Announcement of winning candidate</td>
<td>1/9/17</td>
<td>1/9/17</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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