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# Working Together to Recruit an Exceptional President

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Proposal for the University of Iowa

John K. Thornburgh | Suzanne M. Teer | James U. King, III  
October 2020

The logo for WittKieffer, featuring the company name in a white, sans-serif font, with 'Witt' and 'Kieffer' stacked vertically and separated by a diagonal line.

WittKieffer

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**ATTACHMENT A**  
**PROPOSAL CERTIFICATION FORM**

The undersigned certifies that to the best of her/his knowledge: (check one)

( ) There is no officer or employee of the Board of Regents who has, or whose relative has, a substantial interest in any contract award subsequent to this proposal.

( ) The names of any and all public officers or employees of the University of Iowa or the Board of Regents who have, or whose relative has, a substantial interest in any contract award subsequent to this proposal are identified by name as a part of this submittal.

The undersigned further certifies that their firm (check one)  **IS**, or,  **IS NOT** currently debarred, suspended, or proposed for debarment by any federal or state entity. The undersigned agrees to notify the Board of Regents of any change in this status, should one occur, until such time as an award has been made under this procurement action.

In compliance with the Request for Qualification for "Consulting Services for a Search to Identify Candidates for the new President for the University of Iowa" after carefully reviewing all the terms, conditions and requirements contained therein, the undersigned agrees to furnish such goods/services in accordance with the specifications/scope of work.

Witt/Kieffer Inc.  
(firm)  
2015 Spring Road, Suite 510  
Oak Brook, IL 60523  
(address)

Sally D. DelBeccaro  
(by)  
Senior Partner and Chief Financial Officer  
(title)

(630) 575-6143  
(phone number)  
(630) 990-1382  
(fax number)  
36-2919320  
(Federal ID Number)

## Introduction

October 26, 2020

Mr. Mark Braun  
Executive Director  
Board of Regents, State of Iowa  
11260 Aurora Avenue  
Urbandale, IA 50322  
[mark.braun@iowaregents.edu](mailto:mark.braun@iowaregents.edu)

Re: Request for Qualification for Consulting Services for a Search to Identify Candidates for the New President of the University of Iowa

Dear Mr. Braun:

Thank you for giving Witt/Kieffer Inc. (WittKieffer) the opportunity to propose that we assist the Board of Regents of the State of Iowa in the recruitment of the next president of the University of Iowa. We are pleased to provide information about our firm and how we would conduct the search in partnership with you and your colleagues.

WittKieffer is the only top-ten search firm in the country that specializes in serving the not-for-profit sector: education; healthcare; and cultural, social and civic organizations. Our experience in presidential searches, where we routinely draw upon the work, experience and contacts of our entire firm and its multiple practices, is particularly relevant. Over the past five years we have conducted over 100 presidential searches for higher education institutions. The success of our efforts can be measured in the longevity of our placements: The average tenure of presidents we have placed is nine years, with three- and five-year retention rates of 97% and 94%, respectively.

Perhaps our greatest differentiator is the extent to which we have come to know the University of Iowa's complete enterprise over the years. Our body of work has enabled us to develop strong and trusting relationships across UI and to hone our awareness of your people strategy, cultural identity and operations. From academic dean and director placements at the university, to the Chief Executive Officer of University of Iowa Hospitals & Clinics, and numerous searches in collaboration with University of Iowa Health Care, we are strategically enabled to serve as the Board's trusted and knowledgeable ambassadors, both internally to UI constituents and externally among the field of viable prospects.

To demonstrate our strong interest in supporting this critical search we have assigned a team of three highly experienced and dedicated senior partners to conduct the search in partnership with your Board and search committee. Your search consultants bring tremendous experience to this project. Combined, the members of your team have supported **over 200** president and CEO searches. They draw upon the full breadth of WittKieffer's work, including **over 1,750** president and CEO searches throughout our firm's history, as well as the firm's record of success working with leading national universities.

As a senior partner, I would lead your search. I am proud to say I am one of WittKieffer's most seasoned consultants when it comes to presidential search, regularly conducting searches across the country for college and university leadership, including nearly 100 searches for presidents and chancellors.

Working closely with me will be Suzanne Teer. Suzanne came to executive search after a 20-year career in higher education administration. She brings considerable experience recruiting presidents of research universities as well as independent research institutes. In addition, Suzanne led the recently completed search for UI's Dean of the College of Engineering, resulting in the placement of Dr. Harriet Nembhard. She also currently leads the search for the Dean of the Tippie College of Business. Suzanne's current appreciation for UI's culture and vision, as well as her strong understanding of its leadership needs will enable our team to launch this search with strong foundational knowledge of the University of Iowa.

In view of the critical importance of UI's health sciences enterprise and the need for your next president to have fluency in this area, we will draw on the insights of one of the firm's top healthcare partners. Serving in a strategic capacity, Jim King, WittKieffer's Board Services Practice leader and Chief Quality Officer, brings an additional and crucial element to the presidential search. In recent years, he has established a record of considerable and consistent success serving University of Iowa Health Care. He led the aforementioned search for CEO of University of Iowa Hospitals & Clinics, as well as those for chief administrative officer of Stead Family Children's Hospital, and chief compliance officer and chief financial officer of University of Iowa Health Care, among many others.

The University of Iowa's upcoming presidential search presents important opportunities to engage and unite its community at a time of significant uncertainty, to reaffirm its mission and prepare for its future, and to create a platform for success for the next president that is rooted in a thoughtfully planned and well-executed search process. To support such an endeavor, we assume the Board of Regents seeks an executive search firm with a deep track record of success stewarding presidential searches as well as the ability to understand and represent an individual university's values and unique culture.

Working closely with the Board and search committee, we will mount an energetic and thorough effort to identify top candidates. We will focus our recruitment efforts on leaders at peer and aspirant institutions who are world class educators and administrators, as well as nontraditional candidates who we believe would display a strong cultural fit with UI. Our outreach and engagement tactics ensure that the widest net is cast for outstanding leaders in a new era of higher education. Our consultative approach to the search process includes specialized expertise, a far-reaching network of contacts and a process tailored to each institution. Stewardship during the transition of leadership is our hallmark.

To support your search needs, WittKieffer and the members of your consultant team bring many additional strengths to this engagement, including a commitment to diversity and inclusion, an industry-leading due diligence process, a distinct market advantage and a partnership from start to finish – including our adaptability and ability to work with you regarding the circumstances surrounding the current COVID-19 pandemic, maintaining the integrity of the search process. We

have elaborated on these and other areas of strength in our executive summary in the following proposal.

If selected to be your search partner, I am confident we will find the ideal candidate for the UI community, one who possesses the strategic vision and commitment to excellence you seek. Our commitment throughout is to provide support for this search at the highest level of quality and to bring it to a successful and timely conclusion. We would be happy to answer any questions you may have and talk further with you about our services. It would be a pleasure and an honor to serve the University of Iowa in the search for your next president.

Sincerely,



John K. Thornburgh

Senior Partner

WittKieffer

(412) 209-2666

[johnt@wittkieffer.com](mailto:johnt@wittkieffer.com)

## 5.1 Submittals

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

As experts in strategic leadership, WittKieffer has cultivated a proven and meaningful approach to executive search throughout our 50-year history, specifically designed for the nonprofit sector and predominantly executed in coordination with organizations in the higher education, healthcare, academic medicine, life sciences and not-for-profit industries in pursuit of C-suite leadership.

WittKieffer has one of the best market reputations in the higher education search industry. When an institution selects WittKieffer as their search partner, it sends a signal to candidates that you are serious about conducting a high level, quality search and seek to attract the very best candidates possible. We are an extension of our clients, and we take that responsibility very seriously. We have significant resources at our disposal. As we work with candidates, we are responsive, educated, informed and respectful, which contributes to our strong reputation. Our quality reputation gives us a distinct market advantage. Candidates are more likely to respond to the recruiting efforts and outreach of a WittKieffer search than any other firm, resulting in more robust, high quality candidate pools for our clients.

### Our Approach to the Search Process

WittKieffer's signature approach to search is based on a close, responsive partnership through every phase of the project. We tailor the search process to fit the university at this moment in time and attract the ideal leader for your future. We anticipate the questions and concerns of the search committee, Chair and Board, and we keep an eye out for obstacles that would get in the way of success. We are strategic and aggressive in our recruitment, while always keeping your best interests in mind and acting with enthusiasm, energy, integrity and candor.

Throughout the search, we ensure an inclusive approach both for clients and the field of candidates, with an emphasis on attracting a diverse group of talented leaders. Our firm is a national leader in advancing diversity in higher education, and we have convened discussions on this important topic. We also leverage the strength of our robust Chief Diversity Officer practice as a network of individuals who help us make connections with diverse industry leaders. During the last two years, 64% of WittKieffer's searches in higher education have resulted in placements of women and/or people of color.

Evidence-based recruitment is our hallmark. We infuse the process with a series of best practices, from beginning to end, adding layers of best practice and rigor to ensure the highest levels of objectivity and transparency. It is not enough to simply identify and recruit exceptional leaders; together, we craft a process that gives the next leader a runway for success. Additionally, our

extensive due diligence procedures are some of the most comprehensive in the executive search industry and will provide UI with a clear understanding of finalist candidates to mitigate institutional risk in decision-making and ensure confidence in what will be an important and closely scrutinized hire.

Finally, WittKieffer has led the executive search industry in adapting best practices to the extraordinary circumstances of the COVID-19 pandemic, working closely with our client partners to modify previously routine processes to maintain the integrity of the search process, ensure its progress and maximize meaningful candidate engagement. We have expanded on this approach in our response to Item 5.1.5.

In the following proposal, we highlight the aspects of our process, team members and extensive experience that we believe set us apart from other firms and will result in a successful partnership for your presidential search. We have also included our response to each of the items listed in the minimum requirements, Section 5 of the RFP. To confirm, WittKieffer is able to meet the needs outlined in the Scope of Services of the RFP. However, as the hiring agent, it is recommended that the University of Iowa conduct credit and criminal checks on the finalist candidate(s). We can refer you to reliable consumer reporting agencies if desired.

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

WittKieffer has worked extensively with leading national research universities, similar to UI, in support of their leadership needs. We know the leadership and emerging leaders of these institutions, and they take our calls. In addition, your assigned consultants have worked with hundreds of boards and search committees in the pursuit of academic leadership. Following is a representative list of institutions for which WittKieffer has conducted presidential/chancellor searches, most during the last five years.

- Alfred University
- Augustana University
- Ball State University
- Baruch College, CUNY
- Bloomsburg University of Pennsylvania
- Brooklyn Law School
- California State University-Bakersfield
- California State University-Dominguez Hills
- California State University-East Bay (active)
- California State University-Northridge (active)
- California State University-Sacramento
- Central Michigan University
- City University of New York School of Law
- Clarke University
- College of William & Mary
- Colorado School of Mines
- Coppin State University
- Dakota State University
- DePaul University
- Eastern New Mexico University-Main Campus
- Eastern Oregon University
- Edinboro University of Pennsylvania
- Fitchburg State University
- Florida Gulf Coast University
- Georgia Southern University
- Georgia Southwestern State University
- Governors State University
- Hampden-Sydney College
- Jackson State University
- Lehman College, CUNY (active)
- Lindenwood University
- Loyola Marymount University
- Millersville University of Pennsylvania
- New York Institute of Technology
- Northern State University
- Ohio University
- Old Dominion University (active)
- Olin College of Engineering
- Oregon Institute of Technology

- Oregon State University
- Otterbein University
- Penn State University
- Abington College
- Point Park University (active)
- Providence College
- Queens College, CUNY
- Research College of Nursing
- Robert Morris University
- Roosevelt University
- Saint Leo University
- Salem State University
- Seattle University (active)
- South Dakota Board of Regents
- South Dakota School of Mines and Technology
- South Dakota State University
- South Texas College of Law Houston
- Southern Illinois University at Edwardsville
- Southern Illinois University Carbondale
- Southern Illinois University System
- St. Ambrose University (active)
- St. Bonaventure University
- St. John's College
- St. John's University (active)
- St. Norbert College
- St. Thomas University
- State University of New York College of Environmental Science and Forestry (active)
- Stetson University
- Towson University
- Tusculum University
- University of Akron
- University of Arkansas at Monticello
- University of Cincinnati
- University of Dallas
- University of Evansville
- University of Hawaii at Hilo
- University of Lynchburg
- University of Minnesota-Morris
- University of Nevada, Reno
- University of New England
- University of New Orleans
- University of North Carolina Asheville
- University of Richmond
- University of Scranton (active)
- University of South Dakota
- University of Tennessee Knoxville
- University of Texas at San Antonio
- University of Toledo
- University of Utah
- University of Vermont
- University of Washington
- University of West Georgia
- University of Wisconsin-Green Bay
- University of Wisconsin-Stevens Point
- University System of Maryland
- Valparaiso University (active)
- Virginia Wesleyan University
- Western New England University
- Western Oregon University
- Westfield State University (active)

### Representative Searches for the University of Iowa and University of Iowa Health Care

#### University of Iowa

- Director, State Hygienic Laboratory (2018)
- Dean, College of Engineering (2019)
- Dean, Tippie College of Business (active)

#### University of Iowa Health Care

- Assistant Vice President, Revenue Management (2010)
- Director, Capital Management (2012)
- Associate Director of Operations, Stead Family Children's Hospital (2012)
- Chief Operating Officer, University of Iowa Physicians (2014)
- Chief Medical Information Officer (2015)
- Associate Vice President for Finance and Chief Financial Officer (2018)
- Chief Compliance Officer (2020)
- Director of Clinical Services, Carver College of Medicine (2020)
- Chief Administrative Officer, Stead Family Children's Hospital (2020)
- Chair of Pediatrics, Carver College of Medicine & Physician-in-Chief, Stead Family Children's Hospital (active, on hold due to COVID-19)

University of Iowa Hospitals & Clinics

- Chief Executive Officer (2018)
- Chief Nursing Executive (active)

**5.1.3 The name of a single point managerial-level contact for the Board to coordinate all requirements and to be the point of contact for any problems/questions that may arise. This individual will meet periodically with Board personnel and the Committee, will research information and deliver special reports as needed or directed by the Board and/or the committee. Please indicate the individual consultant(s) who will be the key participants in delivering these services. You must include name(s), qualifications, and level of involvement.**

Like UI, WittKieffer's work is driven by a commitment to excellence fueled by collaboration. The firm's approach by design — and, as a result, its reputation — are built on teamwork. Following is a list of your dedicated team members, with descriptions of their levels of involvement in the search process and professional biographies. It is important to note that all three assigned team members are senior partners in the firm, acknowledging our commitment to UI and the success of this incredibly important search.

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<b>John Thornburgh</b>	John will lead the search and be responsible for its outcome, ensuring the members of the team are equipped to facilitate a successful search. He will be the single point contact for the Board and search committee and will be fully engaged and available throughout the entirety of the search. He will meet with the Board and committee as necessary, either in person or virtually.
<b>Suzanne Teer</b>	Suzanne will partner closely with John throughout the engagement, playing a key role in the recruitment and stewardship of candidates, conducting references, developing search materials other critical aspects of the search process.
<b>Jim King</b>	Jim will serve as a strategic advisor to the search team, using his extensive experience with and knowledge of the University of Iowa and University of Iowa Health Care to help aid in our understanding of the leadership needs of the university.
<b>Research Analysts</b>	WittKieffer has one of the largest research staffs in the executive search industry and, arguably, the largest devoted solely to gathering intelligence on executives for roles in the higher education and healthcare arenas. The firm has 20 analysts, librarians and knowledge managers who generate original research for every search.
<b>Administrative Support</b>	We assign a dedicated executive search coordinator to each engagement, who ensures optimal project management support. Responsibilities include tracking our internal search processes, coordinating client and candidate interviews, scheduling client meetings and communicating directly with the committee's designated search liaison, among other important duties.

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## Team Member Biographies



**John Thornburgh's** executive search practice builds on a foundation of broad-based executive leadership and governance in higher education, healthcare, a Fortune 50 corporation and several not-for-profit organizations. He combines this experience with a 20-year track record of success in executive search to partner closely with boards and leadership teams in pursuit of college and university presidents/chancellors, provosts, deans and other senior administrators as well as leaders across the spectrum of hospitals, health systems and academic medical centers.

As a senior partner, John is an acknowledged practitioner and thought leader, and has been an active contributor to WittKieffer's success – having served as a board member, director of the Education Practice and chief quality officer.

Prior to joining WittKieffer, John maintained an executive leadership consulting practice and provided counsel to boards, search committees and CEOs of for-profit and not-for-profit organizations. In addition, he was president/CEO of a financial services firm and managing director of the Pittsburgh office of a global executive search firm. Earlier in his career, John was president of a not-for-profit economic development organization and gained significant executive experience in marketing, public relations and sales roles at Verizon Corporation.

John is past Chair of The Children's Institute, a nationally renowned children's medical and education center in Pittsburgh. In the higher education field, he has served on the Council of Trustees of Slippery Rock University of Pennsylvania, as a member of the Board of Governors of Pennsylvania's State System of Higher Education, as a trustee of California University of Pennsylvania and as a member of the Board of Visitors of the University of Pittsburgh's School of Information Sciences. He was a member of the Association of Governing Boards and the Pennsylvania Association of College Trustees. John has had extensive leadership experience in community organizations, among them serving as the Chair of Leadership Pittsburgh.

### Education

B.A., Bucknell University, Lewisburg, PA

Executive Business Management Program, Duke University Fuqua School of Business, Durham, NC



**Suzanne Teer** places a premium upon building rewarding, long-term relationships with clients, striving to understand the unique culture of each institution and compelling nature of each leadership opportunity. She approaches her work from the perspective of a true partner. She is highly responsive and service-oriented and carries this approach through to maintaining close, communicative relationships with the executive candidates she engages.

Based in the San Francisco Bay area, Suzanne supports leadership searches for presidents, vice presidents, provosts, deans and other key roles across all academic areas, with particular expertise in science, research-oriented and engineering-related searches as well as advancement and philanthropy searches. Her clients include top-tier research universities, independent research institutes, public regional universities and leading private universities.

Suzanne brings to her search work extensive experience in fundraising within the field of education spanning top-tier research universities, academic medical centers, liberal arts colleges and independent schools.

Prior to joining WittKieffer in 2016, Suzanne spent 20 years with the University of California raising funds to support the physical and biomedical sciences where she developed her passion for science and research. Most recently, she served as the Executive Director of Development for the Helen Diller Family Comprehensive Cancer Center and member of the advancement executive team at the University of California, San Francisco. Suzanne has also held senior leadership positions in advancement at the University of California, Irvine. Suzanne is the past Chair and Vice Chair of the National Association of Cancer Center Development Officers (NACCDO) and has held board roles with District VII of the Council for the Advancement and Support of Education (CASE). She is also a certified professional coach.

## **Education**

M.A., Clinical Psychology, Pepperdine University, Malibu, CA

B.A., International Affairs, University of Mary Washington, Fredericksburg, VA; Phi Beta Kappa



As WittKieffer's chief quality officer as well as the leader of its Board Services and Children's Hospitals Practices, senior partner **Jim King** is a versatile leader serving organizations spanning the continuum of care. He has found great success by prioritizing client and candidate experiences, ensuring high caliber placements that demonstrate culture fit, strategic vision and organizational impact. Positions for which he commonly recruits include CEOs, COOs and board members; his physician executive credentials include assignments for chief medical officers, chief clinical officers, chief population health officers, chairs and service line chiefs.

Jim specializes in advising and identifying senior executive and board leaders for integrated health systems, academic medical centers, children's hospitals, Faith-Based hospitals, behavioral health/addiction treatment organizations and health insurance companies. He has also conducted searches on behalf of not-for-profit organizations and colleges and universities nationwide.

Jim has been with WittKieffer since 2001 and brings over 25 years of healthcare leadership experience to the firm. Prior to joining WittKieffer, Jim served as vice president of governance and organizational research for Texas Health Resources in Arlington, Texas, one of the largest Faith-Based, not-for-profit U.S. healthcare systems. Based upon his broad expertise, Jim speaks frequently to hospital trustees, state hospital associations and other professional organizations on healthcare leadership, industry trends and career planning topics.

In addition to his other roles with WittKieffer, Jim serves on the firm's Diversity Council and just wrapped up a nine year tenure on the WittKieffer board of directors, where he served as secretary of the board for seven years.

## **Education**

M.B.A., Finance and Marketing, Texas Christian University, Fort Worth, TX

B.B.A., Management, University of Texas, Austin, TX

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

The following is a representative list of individuals and institutions who may be contacted for reference information regarding recent, relevant search assignments the members of your search team have conducted.

**Oregon State University**

Darry Callahan  
Presidential Search Committee Chair  
Board Member, Oregon State University  
[dbcallahan@sbcglobal.net](mailto:dbcallahan@sbcglobal.net)

c/o Debbie Colbert, Board Secretary  
(541) 737-8115  
[debbie.colbert@oregonstate.edu](mailto:debbie.colbert@oregonstate.edu)

*WittKieffer conducted the 2019 search for president of Oregon State University.*

**University of Iowa Health Care**

Brooks Jackson, M.D.  
Vice President for Medical Affairs and Dean, Carver College of Medicine and Professor of Pathology,  
University of Iowa Health Care  
(319) 335-8064  
[brooks-jackson@uiowa.edu](mailto:brooks-jackson@uiowa.edu)

*WittKieffer has conducted multiple searches on behalf of University of Iowa Health Care in recent years, detailed in our response to Item 5.1.2, above.*

**University of Tennessee – Knoxville**

Keith Carver, Ph.D.  
Chancellor, University of Tennessee – Martin  
Presidential Search Committee Chair, University of Tennessee – Knoxville  
(865) 974-0782  
[kcarver@utm.edu](mailto:kcarver@utm.edu)

*WittKieffer conducted the 2019 search for president of the University of Tennessee – Knoxville.*

**5.1.5 Schedule/Time Commitment – Include a schedule of events, including site visits, for the term from contract award date to completion date. Include a proposed sequence of events and timeline necessary to meet the requirements of this RFP. The proposed schedule should be consistent with those adopted in searches recently conducted by the Board.**

At the outset of the search, we will develop a detailed timeline and work plan according to your needs and preferences as well as other relevant factors such as the academic calendar, impending holidays and other external factors or constraints. We agree on a search timeline with clearly

defined steps. At the same time, we remain nimble and flexible should unexpected institutional or external factors require modulating the schedule or approach.

We are prepared to conduct site visits as possible given state and local laws restricting travel and meeting size. We are also fully capable of conducting virtual meetings at any stage of the search process. Our approach to the search, following our sample timeline, further details our virtual process. Below is a sample timeline for illustrative purposes.

<b>Phase</b>	<b>Event/Duration</b>	<b>Description</b>
<b>Planning and Preparation</b> <i>Mid-November</i>	<b>Start-up Activities</b> 1 to 2 days	WittKieffer engages (either onsite or virtually) Board members, search committee, UI leadership, faculty and others to understand the university's leadership needs and inform the leadership profile.
	<b>Development of Leadership Profile and Recruitment Strategy</b> 2 weeks	WittKieffer prepares draft leadership profile and suggested recruitment strategy. The search committee chair and/or search committee members provide input and approval.
<b>Candidate Sourcing, Assessment and Stewardship</b> <i>December to January</i>	<b>Recruitment and Candidate Evaluation</b> 8 to 10 weeks	WittKieffer engages in strategic national/global recruitment and sourcing, targeting potential candidates; reviews application materials' and conducts behavioral interviews to identify qualified and preferred candidates.
	<b>Candidate Review</b> 2 to 4 hours	WittKieffer meets with search committee (either onsite or virtually) to review candidates and identify semi-finalists for interviews.
<b>Interview Preparation, Support and Coordination</b> <i>February and March</i>	<b>Semi-finalist Interviews</b> 1 to 2 days	WittKieffer prepares search committee for first-round interviews and assists with selection of finalists for second-round interviews; verifies education, credentials and employment history.
	<b>Finalist Interviews</b> 1 to 2 days per candidate	Finalists meet with additional constituents (either onsite or virtually). WittKieffer conducts in-depth references. Candidate of choice identified from this round of interviews and negotiations commence.
	<b>Finalist Selection and Negotiations</b> variable	When the hiring authority is prepared to extend an offer, WittKieffer can advise and/or assist with negotiations.
<b>Appointment</b>	<b>Search Conclusion</b> variable	Final candidate accepts offer. Appointment announced. WittKieffer can assist with and support transition.

## Our Approach

As UI proceeds with this search, if local, state and federal guidelines continue to restrict personal contact and meeting size, we can offer a modified search process that abides by all applicable social restrictions, while achieving engagement benchmarks and protecting the integrity of the search process. Below is a description of this process. Importantly, we would tailor the search to meet the university's preferences and schedule.

## Planning and Preparation

We will commence the search by meeting with the Board, search committee, university leadership, faculty, staff and other key stakeholders. These meetings can be held either onsite or virtually, convened using a high-functioning video/audio conferencing platform. They assist us in gaining an overall perspective of the environment in which the next president will operate and shed light on any sensitive issues that might affect the recruitment strategy. Our findings will also help to benchmark the qualifications essential for the role and serve as the foundation for both the search strategy and the eventual transition for the successful candidate.

We prepare a comprehensive leadership profile, which articulates the collective vision, perspectives and requisite qualifications identified by the search committee and other stakeholders. We work with the search committee via email, teleconference and follow up virtual meetings, if necessary, to ensure that the document is aligned with expectations for the role and UI's campus culture. As the search gets under way, we will draw on the leadership profile and upon insights gained during our interactions with university leadership to convey a full and compelling sense of the position to prospective candidates. We manage these opening stages to propel rather than impede a quick start to your search.

### Key Deliverables

- Schedule and manage logistics/invitations for meetings, either onsite or virtual
- Provide institutional needs analysis and general consultation
- Identify critical leadership competencies according to strategic priorities
- Develop project communication plan and search timeline
- Develop leadership profile and facilitate search committee approval
- Propose recruitment strategy based on UI's objectives
- Recommend and implement broad and targeted advertising strategy

## Candidate Sourcing, Assessment and Stewardship

Our firm's resources and extensive networks provide us with direct access to experienced educators, innovators and thought leaders across the country and around the globe. A combination of broad and targeted personal outreach enables us to identify exceptional, diverse candidates both in and beyond higher education institutions, including many who would likely go unnoticed by firms that largely rely on candidates from prior searches. We conduct original research for each search as well as curate a list of prospective candidates from our networks based on the information gathered during the planning and preparation phase.

We conduct in-depth behavioral interviews with each screened candidate to assess the seriousness of interest and potential for success in the position. We evaluate all candidates in the same thoughtful, comprehensive manner, treating internal candidates with particular sensitivity. We provide the search committee with convenient and secure access to Workzone, our intuitive, protected web portal where confidential candidate materials are posted. Ultimately, we convene with the search committee to discuss the most qualified candidates at length.

**Key Deliverables**

- Maintain frequent communication with the search committee chair as desired
- Engage in proactive outreach to high quality sources and desirable prospects
- Acknowledge and process nominations and applications
- Conduct comprehensive leadership history evaluations prior to presenting candidates
- Deliver highly qualified candidates and corresponding materials to the search committee

**Interview Preparation, Support and Coordination**

We work collaboratively with the search committee to narrow the candidate pool to a select group of individuals who merit additional consideration, then help the committee prepare for and conduct candidate interviews. In the event personal contact and travel restrictions remain in place as we embark on this phase of the process, we would facilitate the scheduling of and help conduct virtual interviews, managing as much of the candidate interactions as you prefer. We provide feedback throughout the candidate interview process as well as ongoing guidance once finalists are selected.

**Key Deliverables**

- Facilitate search committee selection of candidates to interview
- Draft tailored interview questions and share candidate review tools and methods
- Fully support scheduling, logistics and implementation of interviews with candidates
- Facilitate committee deliberations and selection of finalist candidates

**Candidate Due Diligence**

Given the importance of this recruitment, we take extensive measures to mitigate risks inherent in any search process. As part of our candidate due diligence process, we conduct sophisticated, FCRA-compliant personal referencing with multiple contacts; comprehensive media and public record reviews; verification of employment history and education credentials; and screening for prior allegations of harassment or discrimination. In addition, we strongly encourage UI as the hiring agent conduct credit, driver's license and criminal background checks on the finalist(s). We can refer you to reliable consumer reporting agencies if desired.

**Key Deliverables**

- Conduct in-depth referencing
- Verify candidate credentials and employment
- Conduct media checks and investigate additional public media sources
- Screen for prior allegations of harassment or discrimination
- Administer comprehensive assessments for finalist candidates if desired

**Appointment**

Our team can assist with scheduling for finalist interviews and provide guidance on campus visits and other activities important to candidates and their families. However, should circumstances

require continued vigilance, we are prepared fully to support virtual interviews with finalists, with a potential third-round, onsite interview with the candidate of choice at a date when such activities are permitted.

UI maintains complete authority in the selection of semi-finalists, finalists and the candidate(s) of choice. Once you decide to extend an offer, we can advise on terms, salary, benefits and relocation based on our experience in negotiating executive compensation packages. As an element of our partnership, we offer counsel to help clients smoothly transition new leadership.

### **Key Deliverables**

- Support and implement process for virtual interviews of finalists, if necessary
- Advise on terms, salary, benefits and relocation
- Transition and onboarding support

### **Best Practices: Optional Executive Assessment with Onboarding**

As part of our evidence-based approach to recruitment, WittKieffer, through our partnership with CMA Global, Inc., offers optional selection assessment and post-hire assimilation services. CMA conducts more than 10,000 leadership assessments annually through their team of 20 Ph.D., licensed psychologists. Together, our comprehensive, psychologist-led assessment services transcend today's industry standard through a multi-dimensional approach. Our partnership with CMA combines best-in-class scientific instruments with client and role-specific insights and analysis. Our team will integrate critical findings from the discovery phase of each search to customize the assessment process, and further, extend our support to have an active, supporting role during the onboarding process.

Our approach includes the following activities and deliverables for each finalist candidate:

- Pre-assessment interview between each candidate and a Ph.D., licensed psychologist
- A comprehensive set of assessments (described below)
- A debrief session with the Search Chair/hiring authority prior to finalist interviews
- Custom questions and interview strategies based on assessment findings, as desired

#### **WittKieffer/CMA Onboarding Support for Candidate of Choice**

- A 90-minute debrief and feedback session with the placement prior to or at the commencement of their employment. This session will support the leader early in their transition, elevating their self-awareness regarding their strengths and behavioral tendencies, helping them calibrate pace and overall approach to the culture and the articulated measures of success for the role.
- A planning session with the placement and hiring authority in the first month to ensure a smooth transition. This session helps solidify the partnership between our placement and their supervisor, reviewing assessment information, identifying supports and establishing approaches that align to the articulated goals for the role and best position the leader for success.
- A meeting with the placement at 100 days post-hire. This is a milestone time for when a new leaders reflect on their first 90 days to calibrate their approaches and progress. WittKieffer's search team

leader and a CMA licensed psychologist will meet with the placement to discuss progress, potential needs/supports, helping ensure early, successful assimilation into your organization and the community.

Our comprehensive set of assessment instruments include:

- **Watson Glaser Critical Thinking Questionnaire (WG)**: Assesses how a person processes and critically evaluates information
- **California Psychological Inventory (CPI)**: Assesses and compares the candidate to the general population on several job-related personality factors such as dominance, achievement, responsiveness
- **Motivation Questionnaire (MQ)**: Describes the extent to which a number of factors motivate an individual (such as hard work, commercial outlook, recognition, etc.)
- **Leadership Effectiveness Analysis (LEA)**: Indicates what the candidate emphasizes in leading and managing people and tasks

#### **5.1.6 Stakeholders Involvement – Include your approach to involving stakeholders throughout the search processes. Based on your experience, identify the individuals and groups that you believe should be informed of the process, and/or those that should provide input, and explain your rationale for including those groups in this process.**

We understand and appreciate the desire to include campus constituencies in the opening stages of the search, in order to establish a transparent and inclusive process. Seeking constituent engagement in this search process across all units and constituent groups is a critical consideration for success. In our experience, we have provided opportunities for Board members, university leadership, faculty, staff, students, alumni, donors and community members to participate in the opening stages of the search.

We have a great deal of experience accommodating all stakeholders. We can assist in inviting the broader university community to add input and perspective to this process by providing electronic surveys, hosting webinars and participating in virtual forums to gather input from a broader range of your constituents, as well as accommodating those who cannot meet in person due to the current pandemic. In our experience, this method serves as a great way to check the current pulse of the institution with regard to the leadership transition, can yield more valuable insights to consider and promotes inclusivity among the entire community. We collect and qualify input gathered from all sources and translate those discoveries to the search committee.

Through this process, university leadership is able to demonstrate a commitment to broad community involvement through virtual meetings and tools that can canvas constituents in a highly effective way, enabling real-time communication, and invite a larger sample of the community to share input. As we have shifted to virtual processes in recent months during our search experiences, we have noted involvement in the early stages of each search at a record high with consistent gratitude for an opportunity to be heard.

## 5. Minimum Qualifications

**Any Firm submitting a response must meet the following requirements to be considered.**

**1. It must subscribe to the highest standards of integrity and principles of quality, diversity, equity, and ethical practice.**

WittKieffer is a diverse, global firm that works together as one. Our team members share their knowledge and support one another as each strives to meet client needs while upholding our collective standards of excellence and values of honesty, integrity, diversity, equity and transparency. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Given our selective focus on these types of organizations, our resources are calibrated to best serve organizations like UI. We have methodically built a team of consultants who collectively bring a spectrum of skills, experiences and specialties to best align our people with the unique needs of each client and project, enabling us to offer personalized service that aligns with the missions and values of our clients.

WittKieffer has been a longtime member of the Association of Executive Search and Leadership Consultants (AESC). We operate according to the AESC mission, sharing "a deep commitment to the highest quality standards in executive search and leadership consulting." Morten Nielsen, WittKieffer's managing director for Global Life Sciences, currently serves as Chair of AESC's global board of directors.

Over the years, we have built and upgraded many of our policies in accordance with AESC guidelines on confidentiality, conduct, ethics and conflicts of interest. We uphold the Code of Professional Practice, and in many cases exceed these guidelines in support of clients and candidates. A good example is our protocol for screening for harassment and discrimination for all search engagements and our FCRA-compliant referencing and due diligence process.

In addition, as WittKieffer recruits its own team members, our attentiveness and commitment to diversity is paramount. Women are well represented in our senior leadership, and this year, one of our three consultants promoted to shareholder in the Education Practice is a person of color and all three are women, including Suzanne Teer. We also look for consultants who have made career-long commitments to making an impact on diversity, access and inclusion.

**2. It must be committed to conducting equitable searches to foster diversity and the highest quality of leadership for the higher education community.**

WittKieffer's customized approach to executive search keeps diversity fundamental to the process. Our consultants and support staff are committed to developing and delivering diverse pools of candidates. We do this by leveraging our robust database; encouraging clients to establish diverse search committees and encouraging those committees to help identify diverse candidates through their own networks; posting jobs in diverse advertising outlets; identifying an internal WittKieffer search team member to serve as a diversity advocate for our searches,

and encouraging search committees to do the same; and leveraging our robust Chief Diversity Officer Practice and our network from this practice to identify and recruit a diverse candidate pool.

WittKieffer has a longstanding commitment to and history of success in advancing diverse leadership. We identify prospects through a network of relationships built on trust over many years. We seek out leaders who champion diversity, act as catalysts for inclusion and equity on campus, educate constituents on its advantages and strengthen community partnerships. We also identify and seek leaders from institutions that have had great success not only in cultivating diverse faculty and attracting a diverse student body, but also in developing programs that strengthen awareness and inclusiveness across campus and in the community. As a result, WittKieffer conducts more searches for chief diversity officers than any other firm in the country. Moreover, our trusted network of top diversity and inclusion leaders is an invaluable resource that informs our outreach in every academic leadership search we conduct.

WittKieffer is a member of and works with the National Association of Diversity Officers in Higher Education. We also work with other organizations and media outlets to identify potential candidates and regularly advertise and network with them, including *Diverse: Issues in Higher Education*, *Women in Higher Education*, *Hispanic Outlook*, *Journal of Blacks in Higher Education*, *Insight into Diversity* and the Hispanic Association of Colleges and Universities. In addition, our consultants have been invited to work with many groups within the American Council on Higher Education, including the Fellows Program, the Center for Advancement of Racial and Ethnic Equity, the Office of Women in Higher Education and the Center for Effective Leadership. Our consultants have produced materials to help institutions understand the national context and establish an equitable process, and we have generated and promoted resources to assist candidates from underrepresented backgrounds navigate the path to executive leadership. These relationships help us to source and identify strong, diverse leadership on behalf of our client institutions.

During the past two years, **32%** of WittKieffer's executive placements in higher education have been people of color and **46%** have been women. A combined **64%** of WittKieffer's executive placements in higher education are women and/or people of color.

**3. It must provide adequate information in order for candidates to have a complete understanding of the University of Iowa, the duties and responsibilities of the President, and the requirements for the position as determined by the Board of Regents.**

As previously stated in our opening letter, one of the greatest strengths WittKieffer brings to this search is the collective knowledge of your assigned search consultants. Not only do our team members represent extensive experience in conducting presidential searches (having collectively conducted over 200), they are also exceptionally qualified to represent the University of Iowa in the job market and when working with candidates to articulate the role and responsibilities of the university's next president. Our recent and ongoing work across both the academic and healthcare enterprises has enabled us to build important relationships with university leadership and develop an acute understanding of your culture and mission. We are

strategically enabled to serve as the Board's trusted and knowledgeable ambassadors, both internally to UI constituents and externally among the field of viable prospects.

**4. It must be knowledgeable of the laws, especially in the State of Iowa, relating to the confidentiality of candidates. In particular, Firms must be knowledgeable of the requirements of Iowa Code Chapters 21 and 22, the Iowa Open Meetings and Open Records Acts.**

WittKieffer understands and agrees. We bring to this search an understanding of and familiarity with open meetings laws. Regularly conducting searches in states with strict open meeting and public records laws, including many recent searches on behalf of UI and across the state of Iowa, we have developed a protocol to adhere to these mandates while also maintaining an ability to identify and recruit exceptional leaders who may otherwise be hesitant to enter their names in highly public searches. We would be happy to discuss our processes with you.

## Fee Structure

Because the University of Iowa is a member of the Big Ten Academic Alliance Purchasing Consortium, WittKieffer is pleased to offer preferred pricing through our preferred vendor agreement.

### Professional Fees

Professional fees are 32% of the first year's total compensation including base salary and projected bonuses for which the individual is eligible. We will work closely with you to discuss market-related compensation issues at the outset of the engagement. At the conclusion of the search, we will adjust our fee up or down, depending on actual total compensation.

As a member of the Big Ten Academic Alliance, UI is also eligible for the following volume discounts for searches started within one calendar year.

- 2-4 Searches: 31% of the first year's total compensation including base salary and projected bonuses for which the individual is eligible
- 5-7 Searches: 30% of the first year's total compensation including base salary and projected bonuses for which the individual is eligible
- ≥ 8 Searches: 29% of the first year's total compensation including base salary and projected bonuses for which the individual is eligible

### Indirect Expenses

The fixed job expenses are 10% of the professional fee, with a minimum fee of \$6,000 and a maximum of \$10,000 per job. These expenses are for administrative support, employment verifications, database access, media checks, communications and research services that are not easily identifiable by project.

### Direct Expenses

Out-of-pocket expenses are charged at cost and generally include staff and candidate travel and accommodations, courier services, advertising, video conferencing, education certification, licensure verification, outside printing and external expenses directly related to your search.

### Optional Leadership Assessments with Early Onboarding

WittKieffer offers a flat rate for optional selection assessment and early onboarding services billed at \$9,000 per engagement. Our package includes the administration of a comprehensive set of best-in-class assessments for all finalist candidates, debrief sessions with the hiring authority and ultimate placement, and ongoing support through the early stages of onboarding.

As an alternative, client may opt to apply these services to the candidate of choice, following a successful hire. The flat fee for this option is \$3,000.

## Billing Arrangements

The first billing of one-third of the estimated professional fees and for fixed expenses will be submitted at the start of the search. Two additional billings of the professional fees and out-of-pocket expenses will be submitted at 30 and 60 days. Invoices for additional expenses will be submitted monthly thereafter. A final statement at the conclusion of the search will adjust, as necessary, fees and expenses incurred and payments received. Invoices are due within 30 days. All bills must be paid within 60 days of the close of a search to activate the quality guarantee.

## Cancellation and Other Related Policies

If you decide to hire an additional candidate from the pool as a result of this search assignment, there is a professional fee add-on of 20% of the first year's total compensation including base salary and projected bonus. The professional fee applies to an individual hired within six months of the close of the search.

In addition, if the search is delayed by more than 30 days or the specifications for this search assignment are substantively changed, an additional fee for either event may result. If, for any reason, you cancel the search prior to successful completion, you are responsible only for the professional fees billed to date, plus actual expenses.

A search that is suspended or placed on-hold may be re-started within six months of this proposal if the search is for the same position stipulated in this proposal. A search placed on-hold for more than six months will be considered cancelled; any search that is re-started may be subject to additional search fees. The firm's guarantee applies only to the search described in this proposal, and may not be applied to different searches.

## Your Quality Guarantee

Recognizing the importance that you place in WittKieffer conducting your president search, we are pleased to extend our quality guarantee. If the executive WittKieffer places at your organization ceases to be employed by the University of Iowa in any capacity within one year of his/her commencement of employment, WittKieffer will search for a replacement to fill the original position at no additional professional fee.

WittKieffer shall receive notice of the need for a replacement search promptly from the client and no later than 30 days after departure of the placement. Activation of the guarantee is based upon the client's notification to WittKieffer of the departure. Based upon discussion between the client and WittKieffer, a mutually agreed upon start date for the replacement search should occur within a reasonable period, but no later than 90 days from the departure date of the placement.

There should be no material change in the leadership profile for the replacement search. Our guarantee excludes those situations where the placement departs due to organizational realignment, department restructuring, material changes in the position, death or disability. Additional out-of-pocket expenses associated with the replacement search will be charged in the same manner as the original search.