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AGB SEARCH

Proposal of Search Services Prepared for:

**University of Northern Iowa
President**

July 18, 2016



July 18, 2016

Robert Donley
Executive Director/CEO
Board of Regents, State of Iowa
11260 Aurora Avenue
Urbandale, IA 50322

Dear Dr. Donley:

Thank you for considering AGB Search as you prepare for the important task of selecting the next president at the University of Northern Iowa. In the attached proposal of services, we share information about our firm, provide an outline of our search process, and introduce our proposed consultants, James McCormick and Janice Fitzgerald.

AGB Search is excited by the possibility of working with the Iowa Board of Regents and the University of Northern Iowa. With a commitment to hands-on service learning and a mission to inspire students to embrace challenge, engage in critical inquiry and creative thought, and contribute to society, UNI is well positioned to attract creative, vibrant new leadership. This will be an individual eager to advance the institution toward its aspiration to become nationally known for innovative education and prepare students for success in a rapidly changing, globally competitive, and culturally diverse world. AGB Search's approach to executive search begins with our commitment to building a strong and effective working partnership with your board and search committee. Together, we create a process that focuses on attracting the candidates that can lead the University of Northern Iowa at this time.

In addition to our commitment to recruit quality candidates for an inclusive pool, AGB Search will help facilitate a successful transition of leadership. During and following the search, Dr. McCormick and Ms. Fitzgerald will work with the board, system office leadership, administration, faculty, staff, and, upon appointment, the president-elect to create a plan to ensure a successful transition.

It would be an honor to assist in your search for the next president of UNI. We welcome the opportunity to discuss our process and services in greater detail. Please feel free to contact me if you have questions at (202) 776-0866 or jeff.johnson@agbsearch.com. Jim McCormick also would be pleased to discuss this opportunity in greater depth with you. He may be reached at (651) 238-5188 or jhm@agbsearch.com.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeffrey S. Johnson".

Jeffrey S. Johnson, Ph.D.
Senior Consultant for Programs & Operations

AGB SEARCH. LEADERS FOUND.

1133 20th Street, Suite 300, Washington, DC 20036

5.1.1 Executive Summary

AGB Search is focused exclusively on higher education. We conduct searches for college and university presidents, chancellors, system heads, CEOs of coordinating boards and institutionally related foundations, provosts, vice presidents, and deans. Founded by the Association of Governing Boards of Universities and Colleges (AGB), AGB Search has assisted over 400 searches at more than 250 institutions and organizations. Our clientele includes public and independent universities of all sizes, community colleges, state university systems, foundations, and higher education support organizations.

We are a team of 33 consultants, supported by 11 research associates and seven office staff, all experienced education administrators with firsthand knowledge of the higher education community, as well as experience in recruiting, vetting, and mentoring prospective leaders. Dr. James McCormick is the lead consultant assigned to your search. He was the chancellor of the Minnesota State Colleges and Universities system and the Pennsylvania State System of Higher Education for over a decade each. Janice Fitzgerald, consultant of counsel for your search, has worked with Dr. McCormick as his chief of staff and deputy counsel in Minnesota and as executive deputy in Pennsylvania. Together, Dr. McCormick and Ms. Fitzgerald successfully have placed leaders at system offices, state universities, community colleges, and institutionally related associations. They possess great insight into the opportunities and challenges facing the next president of the University of Northern Iowa, and they are well positioned to build the strongest possible pool of talented, diverse candidates. In addition, their extensive experience provides the background and understanding to ask the right questions of candidates, to complete meaningful due diligence, and to advise the board and search committee.

AGB Search follows a comprehensive search process tailored to each institution through careful collaboration with the board and search committee. The needs and timeline of each institution drive our work through four phases:

1. Pre-search Analysis, conducted by the consultants on your campus through direct interaction with constituents;
2. Building the Pool, through direct engagement of nominations, prospects, and candidates that match UNI's criteria;
3. Evaluation of Candidates, assisted by our experienced consultants but always guided by your search committee; and
4. Appointment and Transition, assuring that your candidate of choice accepts the position and your campus achieves a smooth and effective leadership transition.

With AGB Search, you will get a tailored search process that fits the needs and timeline of the Iowa Board of Regents and the UNI academic calendar. Dr. McCormick and Ms. Fitzgerald will create a strong, talented, diverse pool of candidates capable of leading UNI at this time, and then will guide the search committee through creating the semifinalist and finalist pools. AGB Search will conduct due diligence on the chosen candidates throughout the process to ensure the search committee is well informed as they deliberate. Finally, we will assist with the creation of a transition plan to ensure that the new president has the best possible beginning in the position and can be effective immediately.

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

Below is a list of all searches AGB Search has conducted since our founding.

Albion College

President (6/30/2013 - 11/30/2013)

Chief Financial Officer (5/31/2014 - 7/31/2014)

Albizu University

President (In progress)

Alderson Broaddus College

President (3/31/2011 - 5/31/2011)

Allegheny College

Associate Provost for Organizational Diversity and Development (11/30/2013 - 4/30/2014)

Alvernia University

Dean of Arts and Sciences (11/30/2011 - 3/31/2012)

American University of Iraq- Sulaimani

President (12/31/2012 - 5/31/2013)

Provost (12/31/2013 - 5/31/2014)

Andover Newton Theological School

President (6/30/2013 - 11/30/2013)

Angelo State University

President (6/30/2012 - 10/31/2012)

Ashland University

President (9/30/2014 - 4/30/2015)

Auburn University Montgomery

Dean of Business (1/31/2011 - 7/31/2011)

Dean of Admissions and Recruiting (1/31/2011 - 5/30/2011)

Dean of Students (1/31/2011 - 5/30/2011)

Augsburg College

Provost (1/31/2013 - 5/31/2013)

Vice President for Finance and Administration (2/28/2014 - 5/31/2014)

Austin College

Vice President for Academic Affairs (9/30/2012 - 3/31/2013)

Vice President for Institutional Advancement (10/31/2015 – 3/31/2016)

Austin Peay State University
Provost (10/31/2014 - 2/28/2015)

Baker University
Executive Vice President and Dean (10/31/2011 - 3/31/2012)
President (4/30/2013 - 12/31/2013)

Baldwin Wallace University
President (9/30/2011 - 1/31/2012)

Ball State University Foundation
President/CEO (4/30/2012 - 9/30/2012)

Baptist Theological Seminary of Richmond
President (In progress)

Bellarmino University
Dean of Business (6/30/2014 - 1/31/2015)

Benedictine University
Provost (In progress)

Bethany College
President (1/31/2016-- 5/31/2016)

Blackburn College
President (5/31/2012 - 11/30/2012)

Blackburn College
Chief Financial Officer (8/31/2015 - 12/31/2015)
Provost (4/30/2015 - 5/3/2015)

Boise State University
Dean of Engineering (5/31/2012 - 8/31/2012)

Bridgewater College
President (9/30/2012 - 12/31/2012)
Vice President for Academic Affairs (10/31/2016 - 3/31/2016)
Dean of Students (10/31/2016 - 3/31/2016)

Buena Vista University
Dean of Business (6/30/2011 - 10/31/2011)
Vice President for Student Services (6/30/2011 - 10/31/2011)
Vice President for Student Affairs (11/30/2013 - 5/31/2014)
Chief Financial Officer (10/31/2015 - 12/31/2016)
Chief Academic Officer (9/30/2015 - 1/31/2016)

Dean of Business (2/28/2016 – 5/31/2016)

California State University System
Budget Director (2/28/2015 - 5/31/2015)

Capital University
Vice President for Finance and Business (4/30/2014 - 9/30/2014)
President (8/31/2015 - 2/28/2016)

Cardinal Stritch University
Provost (7/31/2014 - 2/28/2015)
Vice President for Finance (1/31/2016 - 7/04/2016)

Carlow University
President (1/31/2013 - 6/30/2013)

Carthage College
President (9/30/2011 - 3/31/2012)
Vice President for Student Services (9/30/2015 - 12/31/2015)
Vice President for Advancement (9/30/2014 - 1/31/2015)
Chief Financial Officer (3/30/2016 - 6/30/2016)

Centenary College
President (9/30/2015 - 2/28/2016)

Central College
Vice President for Finance (10/31/2014 - 3/31/2015)

Central Connecticut State University
President (In progress)

Central Methodist University
President (9/30/2012 - 3/31/2013)

City University of Seattle
President (In progress)

Clark Atlanta University
President (9/30/2014 - 4/30/2015)
Provost (1/31/2016 - 6/30/2016)

Cleveland Chiropractic College
Provost (11/30/2014 - 6/30/2015)

Coe College
President (3/31/2012 - 10/31/2012)

Colby-Sawyer College

President (9/30/2015 - 3/31/2016)

College of Charleston

President (10/31/2013 - 3/31/2014)

Columbia College

President (12/31/2011 - 4/30/2012)

Community College of Philadelphia

President (10/31/2013 - 3/31/2014)

Concordia College

Provost (10/31/2012 - 4/30/2013)

Vice President for Enrollment (10/31/2014 - 2/28/2015)

Dean of Business (3/31/2015 - 7/31/2015)

Connecticut Board of Regents

President (1/31/2013 - 5/31/2013)

Cottey College

President (3/31/2014 - 12/31/2014)

California State University - Fresno

President (1/31/2013 - 5/31/2013)

Vice President for Advancement (2/28/2014 - 5/31/2014)

Provost (9/30/2013 - 3/31/2014)

Culver-Stockton College

President (1/31/2014 - 5/31/2014)

City University of New York - Kingsborough

President (12/31/2013 - 7/31/2014)

Dartmouth College

Dean and Chaplain at the Tucker Center for Religious and Spiritual Life (8/31/2015 - 4/30/2016)

Delaware County Community College

Provost (10/31/2013 - 2/28/2014)

Dickinson State University

President (5/31/2015 - 10/31/2015)

Drake University

Vice President for Finance (9/30/2011 - 12/31/2011)

President (7/31/2014 - 1/31/2015)

Drew University

President (9/30/2013 - 2/28/2014)

Dean of the Theological School (11/30/2013- 4/1/2014)

Dean of Libraries (8/31/2015 - 12/31/2015)

Duquesne University

President (6/30/2015 - 11/30/2015)

East Texas Baptist University

President (7/31/2014 - 4/30/2015)

Eastern University

Provost (12/31/2013 - 4/30/2014)

Dean of Business (1/31/2015 - 5/31/2015)

Emporia State University

President (6/30/2015 - 10/31/2015)

Fairleigh Dickinson University

Provost (11/30/2015 - 5/31/2016)

Ferrum College

President (2/28/2016 - 6/30/2016)

Fisk University

Vice President for Finance (12/31/2014 - 4/30/2015)

Flagler University

President (In progress)

Florida Polytechnic University

Vice President for Advancement (10/31/2013 - 8/31/2014)

Fort Hays State University

President (12/31/2013 - 5/31/2014)

Fresno Pacific University

President (In progress)

Garrett-Evangelical Theological Seminary

President (1/31/2013 - 5/31/2013)

Georgetown College

Vice President for Advancement (7/31/2013 - 9/30/2013)

President (1/31/2013 - 9/30/2013)

Golden Gate University

President (8/31/2014 - 4/30/2015)

Governors State University

Dean of Arts and Sciences (11/30/2011 - 4/30/2011)

Dean, College of Health and Human Services (11/30/2011 - 4/30/2012)

Executive Vice President and Board Treasurer (10/31/2014 - 12/31/2014)

Dean of Education (3/31/2014 - 8/31/2014)

Graceland University

President (In progress)

Grand Rapids Community College

Provost (6/30/2014 - 12/31/2014)

Grand View University

Provost (11/30/2015 - 3/31/2016)

Guilford College

Vice President for Advancement (2/28/2016 – 6/30/2016)

Gustavus Adolphus College

Vice President for Finance and Treasurer (12/31/2015 - 4/30/2016)

Hamline University

Provost (3/31/2012 - 5/31/2012)

Dean of Education (9/30/2011 - 5/31/2012)

Senior Vice President for Business, Finance and Technology (4/30/2014 - 7/31/2014)

Hanover College

Vice President for Advancement (4/30/2015 - 8/31/2015)

Hartwick College

Vice President for Enrollment Management (7/31/2014 - 3/31/2015)

Vice President for Finance and Administration (12/31/2015— 6/30/2016)

Vice President for Advancement (7/31/2014 - 3/31/2015)

Hastings College

Vice President for Academic Affairs (3/31/2012 - 5/31/2012)

Athletic Director (3/31/2012 - 5/31/2012)

Vice President for Student Affairs (3/31/2012 - 5/31/2012)

Heidelberg University

Provost (11/30/2014 - 4/30/2015)

Hood College

Vice President for Enrollment (7/31/2013 - 9/30/2013)

Housatonic Community College

President (10/31/2014 - 12/31/2014)

Howard University

Dean of the School of Communications (7/31/2012 - 4/30/2013)

Huston-Tillotson University

President (10/31/2014 - 4/30/2015)

Illinois Board of Higher Education

Executive Director (9/30/2013 - 12/31/2013)

Illinois College

Vice President for Development (9/30/2013 - 1/31/2014)

Provost (9/30/2015 – 3/31/2016)

Indiana Tech

Vice President for Academic Affairs (1/30/2015 - 5/31/2015)

Indiana University - Purdue University, Indianapolis

Provost (2/29/2012 - 5/31/2012)

Dean of the School of Philanthropy (1/31/2014 - 9/30/2014)

Indiana University-Purdue University, Columbus

Vice Chancellor and Dean (10/31/2015 - 4/30/2016)

Iowa Wesleyan University

Vice President for Academic Affairs (11/30/2014 - 3/31/2015)

Vice President for Enrollment (2/28/2016 - 6/30/2016)

Ithaca College

Dean of the School of Health and Human Services (11/30/2011 - 3/31/2012)

Dean of Music (9/30/2012 - 3/31/2013)

Provost (8/31/2014 - 1/31/2015)

Dean of Health and Human Services (9/30/2015 - 1/31/2016)

Jacksonville University

Dean of Business (8/31/2011 - 12/31/2011)

President (7/31/2012 - 11/30/2012)

Kansas Wesleyan University

President (10/31/2012 - 1/31/2013)

Kent State University

Dean of Arts and Sciences (10/31/2014 - 1/31/2015)

Dean of the Geauga Campus (10/31/2015 - 1/31/2016)

Kenyon College

Vice President for Student Affairs (5/31/2014 - 1/31/2015)

La Salle University

President (9/30/2013 - 3/31/2014)

Lake Erie College

President (8/31/2015 - 2/28/2016)

Lake Land College

President (9/30/2012 - 2/28/2013)

Lake Region State College

President (11/30/2012 - 4/30/2013)

Lebanon Valley College

President (9/30/2011 - 6/30/2012)

Liberty University

Associate General Counsel (11/30/2016 - 4/30/2016)

Lincoln Christian University

President (6/30/2014 - 12/31/2014)

Linfield College

Vice President of Academic Affairs (9/30/2010 - 2/28/2011)

Dean of Nursing (10/31/2012 - 4/30/2013)

Longwood University

President (11/30/2012 - 4/30/2012)

Lorain County Community College

President (9/30/2015 - 4/30/2016)

Loras College

Chief Financial Officer (12/31/2011 - 3/31/2012)

Vice President for Finance and Administration (7/31/2014 - 1/31/2015)

Louisiana Board of Regents

Commissioner for Higher Education (5/31/2014 - 12/31/2014)

Louisiana State University - Alexandria Foundation
President (9/30/2013 - 1/31/2014)

Louisiana State University - Shreveport Foundation
President (9/30/2013 - 3/31/2014)

Lourdes University
President (10/31/2012 - 2/28/2013)

Luther College
President (4/30/2012 - 1/31/2013)

Lycoming College
President (5/31/2012 - 11/30/2012)
Vice President for Enrollment (10/31/2013 - 3/31/2014)
Chief Information Officer (9/30/2014 - 12/31/2014)

Lynn University
Dean of Education (1/31/2011 - 6/30/2011)

Marian University
President (9/30/2013 - 2/28/2014)

Marietta College
President (7/31/2011 - 12/31/2011)
Provost (7/31/2011 - 12/31/2011)

Marshall University
President (3/31/2015 - 10/31/2015)

Marygrove College
Vice President for Academic Affairs (1/31/2013 - 12/31/2013)

Marymount California University
President (10/30/2015 - 3/31/2016)

Mercyhurst University
Chief Operating Officer (8/31/2011 - 2/29/2012)
Dean of Business (8/31/2011 - 5/31/2013)

Metropolitan State University of Denver
President (In progress)

Millikin University
Provost (8/31/2013 - 4/30/2014)

Millsaps College

Vice President for Finance (8/31/2015 - 11/30/2015)

Misericordia University

President (5/31/2012- 12/31/2012)

Vice President for Academic Affairs (9/30/2014 - 3/31/2015)

Monmouth College

Vice President for Finance (10/31/2013 - 1/31/2014)

President (7/31/2012 - 3/31/2013)

Montana State University

Dean of Arts and Sciences and Architecture (1/31/2016 – 5/31/2016)

Montana University System

Deputy Commissioner for Finance and Administration (11/2015- 3/1/2016)

Mount Carmel College of Nursing

President and Dean (7/31/2013 - 1/31/2014)

Mount Mercy University

President (8/31/2013 - 12/31/2013)

Mount Saint Joseph University

President (9/30/2015 - 2/28/2016)

Mount St. Mary's University

Vice President for Business and Finance (8/31/2012 - 10/31/2012)

Muskingum University

President (8/31/2015 – 3/1/2016)

National University

Dean of Professional Studies (6/30/2011 - 8/30/2011)

Dean of the College of Letters and Sciences (7/31/2012 - 11/30/2012)

Dean of Engineering, Technology, and Media (6/30/2011 - 1/30/2012)

Dean of the College of Health and Human Services (1/31/2012 - 5/31/2013)

President (12/31/2012 - 5/31/2013)

Dean of Business (2/28/2014 - 5/31/2014)

President (8/31/2015 - 1/31/2016)

Nazareth College

Vice President for Finance and Administration (11/30/2013 - 12/31/2013)

Dean of Health and Human Services (10/31/2014 - 2/28/2015)

Dean of Arts and Sciences (10/31/2014 - 2/28/2015)

Dean of Education (6/30/2015 - 11/30/2015)

Provost (In progress)

Nebraska Wesleyan University

Vice President for Finance (11/30/2014 - 3/31/2015)

New Jersey City University

President (1/31/2012 - 7/31/2012)

New Mexico State University

President (2/28/2013 - 5/31/2013)

North Dakota State University

Vice President for Information Technology (9/30/2011 - 4/30/2012)

Vice President for Research (12/31/2012 - 6/30/2013)

Provost (12/31/2013 - 5/31/2014)

North Dakota University System

Chancellor (10/31/2011 - 3/31/2012)

Chancellor (1/31/2015 - 5/31/2015)

Northwestern College

Vice President for Academic Affairs (11/30/2015)

Northwestern Connecticut Community College

President (5/31/2015 - 10/31/2015)

Oakland University

Vice President for Development (9/30/2015-- 3/31/2016)

Dean of Nursing (10/31/2015 - 5/31/2016)

Dean of Health Sciences (In progress)

Oglethorpe University

Provost (9/30/2013 - 3/31/2014)

Ohio Northern University

Chief Financial Officer (11/30/2011 - 2/29/2012)

Dean of the College of Law (11/30/2012 - 4/30/2013)

Vice President for Advancement (12/31/2014 - 5/31/2015)

Dean of Business (12/31/2015 - 4/30/2016)

Ohio Wesleyan University

Chief Financial Officer (9/30/2012 - 2/28/2012)

Provost (9/30/2012 - 2/28/2013)

Vice President for Finance (In progress)

Old Dominion University

Dean of Education (8/31/2013 - 12/31/2013)

Our Lady of the Lake University
President (4/30/2014 - 11/30/2014)

Pacific Lutheran College
President (9/30/2011 - 3/30/2011)

Pacific School of Religion
President (9/30/2013 - 8/31/2014)

Palmer College of Chiropractic
Vice Chancellor for Advancement (In progress)

Palo Alto University
Vice President for Development (7/31/2011 - 10/31/2011)

Pittsburgh Theological Seminary
Vice President for Finance and Administration (In progress)

Point Park University
General Counsel (5/31/2013 - 1/31/2014)
Provost (7/31/2015 - 1/31/2016)

Presentation College
President (5/31/2011 - 10/31/2011)

Raritan Valley Community College
President (7/31/2013 - 3/31/2014)

Regis University
Dean of Business (12/31/2014 - 4/30/2015)

Reinhardt University
President (9/30/2014 - 2/28/2015)

Rocky Mountain College
President (12/31/2012 - 4/30/2013)

Sacred Heart University
Director of Nursing Programs (3/31/2013 - 2/28/2014)

Saginaw Valley State University
President (9/30/2013 - 2/28/2014)

Saint Joseph's College
Chief Financial Officer (In progress)

Saint Louis University

Dean of Business (3/31/2014 - 9/30/2014)

President (10/31/2013 - 3/31/2014)

Dean for Public Health and Social Justice (3/31/2015 - 6/30/2015)

Vice President for Human Resources (9/30/2014 - 2/28/2015)

Provost (9/30/2014 - 3/31/2015)

Dean of Arts and Sciences (8/31/2014 - 1/31/2015)

Saint Mary's University of Minnesota

Dean of Sciences and Health Professions (5/31/2015 - 10/31/2015)

Saint Michael's College

Vice President for Student Affairs (1/31/2012 - 5/31/2012)

Vice President for Enrollment (1/31/2013 - 8/31/2013)

Vice President for Institutional Advancement and Alumni Relations (9/30/2015 - 6/30/2016)

San Francisco State University

President (2/29/2012 - 5/31/2012)

Seton Hall University

Vice President for Advancement (9/30/2011 - 1/30/2012)

Chief Financial Officer (3/31/2012 - 5/31/2012)

Dean of the School of Diplomacy (2/28/2013 - 6/30/2013)

Dean of Law (9/30/2014 - 5/31/2015)

Dean of Nursing (8/31/2014 - 2/28/2015)

Dean of Arts and Sciences (10/31/2015 - 4/30/2016)

Dean of Communications (10/31/2015 - 3/31/2016)

Dean of Education (2/28/2016 - 5/31/2016)

Shepherd University

Vice President for Academic Affairs (6/30/2012 - 12/31/2012)

Vice President for Enrollment (1/31/2014 - 4/30/2014)

Sierra Nevada College

President (3/31/2015 - 8/31/2015)

Simpson College

President (5/31/2012 - 1/31/2013)

Chief Academic Officer (In progress)

Chief Financial Officer (In progress)

South Dakota School of Mines and Technology

Vice President for Communications (6/30/2011 - 7/31/2011)

South Texas College of Law

Senior Vice President for Institutional Advancement (12/31/2013 - 5/31/2014)

Southern Connecticut State University

Chief Information Officer (10/31/2012 - 5/31/2013)
 Dean of Education (11/30/2012 - 12/31/2013)
 Vice President for Institutional Advancement (10/31/2012 - 7/31/2013)
 Dean of Arts & Sciences (2/28/2013 - 5/31/2013)
 Vice President for Finance (7/31/2014 - 12/31/2014)
 Assistant Vice President for Enrollment Management (2/28/2015 - 5/31/2015)
 Dean of Health and Human Services (8/31/2015 - 12/31/2015)
 Provost (7/31/2013 - 1/30/2014)
 Vice President for Student Affairs (12/31/2012 - 4/30/2013)
 President (3/30/2016 - 7/2016)

Southwestern College

President (10/31/2012 - 2/28/2013)
 President (1/30/2015 - 5/31/2015)
 Vice President for University Relations (5/31/2014 - 2/28/2015)

St. Catherine University

President (10/31/2015 – 5/31/2015)

St. Louis College of Pharmacy

Assistant Vice President for Institutional Effectiveness (10/31/2013 - 3/31/2014)

Stetson University

Dean of Business (5/31/2015 - 10/31/2015)

Stockton University

Vice President for Finance and Administration (10/31/2011 - 5/31/2012)
 Provost (10/31/2015 – 3/31/2016)

Suffolk University

Dean of Arts and Sciences (10/31/2014 - 4/30/2015)

Sul Ross State University

President (2/28/2014 - 7/31/2014)

State University of New York - Adirondack

President (9/30/2012 - 3/31/2013)

State University of New York - Brockport

Dean of Health and Human Performance (11/30/2014 - 3/31/2015)

State University of New York - Geneseo

Vice President for College Advancement (3/31/2012 - 8/31/2012)
 Vice President for Advancement (2/28/2016— 5/31/2016)

Texas A&M International University

Dean of the College of Nursing and Health Sciences (9/30/2012 - 4/30/2013)

Texas A&M University – Kingsville

Dean of Business (10/31/2012 - 5/31/2013)

Provost (3/31/2015 - 7/31/2015)

Dean of Arts and Sciences (1/31/2016 - 5/31/2016)

Chief Financial Officer (2/28/2016 - 5/31/2016)

Dean of Engineering (In progress)

Texas A&M University - San Antonio

President (10/31/2014 - 12/31/2014)

Provost (3/31/2016 - 6/30/2016)

Texas Lutheran University

Vice President for Academic Affairs (11/30/2011 - 4/30/2012)

Texas State University

Vice President for Finance and Support Services (4/30/2015 - 7/31/2015)

Texas Tech University

President (9/30/2012 - 3/31/2013)

Texas Wesleyan University

Vice President for Finance (9/30/2015 - 11/30/2015)

Vice President for Advancement (8/31/2014 - 10/31/2014)

The Catholic University of America

Vice President for Finance (8/31/2015 - 1/31/2016)

The College of New Jersey

Provost (7/31/2012 - 11/30/2012)

Dean of the College of Humanities and Social Sciences (5/31/2015 - 12/31/2015)

The College of Wooster

President (6/30/2015 - 11/30/2015)

The University of Alabama at Birmingham

Dean of the Honors College (3/31/2014 - 6/30/2014)

The University of Findlay

Vice President for Academic Affairs (2/28/2013 - 5/31/2013)

Dean of Business (8/31/2015 - 12/31/2015)

Thomas Edison State College

Vice President for Administration and Finance (2/29/2012 - 5/31/2012)

Transylvania University

President (10/31/2013 - 2/28/2014)

Tuskegee University

President (2/28/2014 - 5/31/2014)

Union College

President (11/30/2011 - 4/30/2012)

Vice President for Academic Affairs (1/31/2013 - 9/30/2013)

United States Naval Academy Foundation

Major Gifts Officer (5/31/2011 - 8/30/2011)

Director, Foundation and Corporation Relations (5/31/2011 - 8/30/2011)

Major Gifts Officer (5/31/2011 - 4/30/2012)

Major Gifts Officer (5/31/2011 - 1/31/2012)

Special Gifts Officer (5/31/2011 - 4/30/2013)

Director of Planned Giving (5/31/2011 - 1/31/2012)

Executive Vice President for Alumni Engagement (5/30/2014 - 12/31/2014)

University of Central Missouri

Provost and Chief Learning Officer (11/30/2011 - 4/30/2012)

University of Detroit Mercy

Provost (11/30/2011 - 6/30/2012)

Dean of Engineering (11/30/2011 - 7/31/2012)

University of Evansville

Vice President for Enrollment Management (8/31/2012 - 11/30/2012)

University of Idaho

President (5/31/2013 - 11/30/2013)

University of Jamestown

Vice President for Academic Affairs and Dean of the Undergraduate College (1/31/2014 - 7/31/2014)

University of Louisiana at Lafayette

Vice President for University Advancement (6/30/2014 - 12/31/2014)

Dean of Education (11/30/2014 - 12/31/2015)

University of Maine Foundation

President/CEO (3/31/2012 - 5/31/2012)

University of Mount Union

President (5/31/2014 - 12/31/2014)

University of New England

Vice President for Advancement (5/31/2012 - 7/31/2012)

University of North Carolina - Asheville

Chief Development Officer (9/30/2011 - 1/31/2012)

University of North Dakota

President (10/31/2015 - 5/31/2016)

University of Puget Sound

President (9/30/2015 - 2/28/2016)

University of Rio Grande/Rio Grande CC

Vice President of Finance (4/30/2012- 6/30/2012)

President (9/30/2014 - 10/31/2014)

University of San Diego

President (8/31/2014 - 2/28/2015)

University of Scranton

President (12/30/2010 - 12/30/2010)

University of the District of Columbia

President (12/31/2014 - 5/31/2015)

University of the Ozarks

President (2/28/2012 - 10/31/2012)

University of the Southwest

President (8/31/2014 - 12/31/2014)

University of Utah

Senior Vice President for Academic Affairs (5/31/2012 - 4/30/2013)

University of West Florida

Vice President for Business, Finance, and Facilities (12/31/2014 - 6/30/2015)

University of Wisconsin - Stout

Chancellor (2/28/2014 - 5/31/2014)

Provost (10/31/2014 - 5/31/2015)

University of Wisconsin Colleges

Online and Distance Education Dean (7/31/2013 - 10/31/2013)

Dean for Online and Distance Education (2/28/2015 - 6/30/2015)

University of Wisconsin Colleges – Sheboygan
CEO/Dean (4/30/2012 - 10/31/2012)

University of Wisconsin Colleges - Barron County
CEO/Dean (5/31/2013 - 10/31/2013)

University of Wisconsin - Platteville
Dean of Business, Industry, Life Science and Agriculture (8/31/2011 - 3/31/2012)

University of Wisconsin System
Vice President for Administration and Fiscal Affairs (11/30/2012 - 3/31/2013)
Vice President for Academic Affairs (2/28/2015 - 1/31/2016)

University of Wyoming
Dean of Business (11/30/2013 - 1/31/2014)
Dean of Engineering (11/30/2013 - 1/31/2014)

Upper Iowa University
President (3/31/2013 - 5/31/2013)

Ursinus College
Vice President for Academic Affairs and Dean (12/31/2011 - 4/30/2012)
Chief Financial Officer (4/30/2013 - 8/31/2013)

Valley City State University
President (5/31/2014 - 11/30/2014)

Vanderbilt University
Dean of the Divinity School (7/31/2012 - 1/31/2013)

Wabash College
President (9/30/2012 - 1/31/2013)

Walla Walla Community College
President (3/31/2016 - 6/30/2016)

Warren Wilson College
Vice President for Finance and Administration (3/31/2014 - 6/30/2014)

Wayland Baptist University
President (10/31/2015 - 5/31/2016)

Webster University
Vice President and Chief Financial Officer (In progress)
Dean of the School of Business and Technology (In progress)

Wells College

President (9/30/2014 - 2/28/2015)

West Virginia Higher Education Policy Commission

Chancellor (3/31/2012 - 5/31/2012)

Western Connecticut State University

Dean of Business (7/31/2013 - 4/30/2014)

President (1/31/2015 - 5/31/2015)

Westminster College

Vice President for Academic Affairs (9/30/2012 - 5/31/2013)

Vice President for Institutional Advancement (1/31/2015 - 5/31/2015)

West Texas A&M University

President (In progress)

Wheelock College

President (9/30/2016 - 3/31/2016)

Widener University

President (5/31/2015 - 11/30/2015)

Wilkes University

Provost (10/31/2012 - 3/31/2013)

Vice President for Enrollment Management (In progress)

William Jewell College

President (8/31/2015 - 2/28/2016)

William Paterson University

Dean of Business (10/31/2012 - 4/30/2013)

Provost (10/31/2012 - 4/30/2013)

Wilmington College

President (9/30/2011 - 1/31/2012)

Wittenberg University

Vice President for Business and Finance (8/31/2013 - 10/31/2013)

Wofford College

President (12/31/2012 - 5/31/2013)

Vice President for Advancement (11/30/2013 - 4/30/2014)

Provost (10/31/2015 - 3/31/2016)

York College of Pennsylvania

Chief Information Officer (10/31/2016 – 3/31/2016)

Dean of Business (10/31/2016 - 4/30/2016)
Provost (12/31/2016 - 5/31/2016)

Youngstown State University
President (2/28/2013 - 5/31/2013)

5.1.3 The name of a single point of managerial-level contact for the Board to coordinate all requirements and to be the point of contact for any problems/questions that may arise.

Each search conducted by AGB Search is assigned a search consultant (or team of consultants). Your search will be conducted by consultants James McCormick and Janice Fitzgerald, both of whom have extensive higher education backgrounds and search experience. They will be the people working with the search committee directly, leading meetings, interfacing with candidates, and guiding the committee through the steps of the search. (Biographical sketches for both are below.)

AGB Search's managing principal, Dr. Jamie Ferrare, oversees all searches conducted by the firm. Dr. Ferrare is a highly respected former university administrator who has led two higher education search firms and has conducted higher education searches for 16 years. He ensures all searches are completed on time, uses his network to recommend potential candidates, and troubleshoots any potential issues that may arise. He is also available if the search committee has a question or concern about how their search is being conducted.

Your search is supported by AGB Search's office staff. This highly qualified team will provide services, including contract negotiations, accounting and website support. They assist the consultants with ensuring that the search goes smoothly, that all materials are available, and all questions are answered.



James H. McCormick is chancellor emeritus of the Minnesota State Colleges and Universities, a system of 24 community and technical colleges and seven regional universities. He began his term of office in July 2001 and concluded service to the system in 2011. Before undertaking Minnesota leadership, Dr. McCormick was the founding chancellor of the Pennsylvania State System of Higher Education, created July 1, 1983, and also holds the title chancellor emeritus there. He understands the demands of presidential leadership having served as the president of Bloomsburg University of Pennsylvania from 1973 to 1983.

Dr. McCormick knows the Midwest well and is a past chair of the Midwestern Higher Education Compact. He served as a rotating chair of the higher education advisory council for the Minnesota Office of Higher Education and was the founder and first chair of the Minnesota P-20 Education Roundtable/Partnership. McCormick has held leadership roles with numerous organizations, including the American Association of State Colleges and Universities and the National Association of System Heads, serving as national chair for the latter. Dr. McCormick also was elected national chair of the State Higher Education Executive Officers, served on the SHEEO Executive Committee, and chaired its federal relations committee. He served on the government and public affairs commission for the American Council on Education and was an active participant in the National Council of State Directors of Community Colleges, an affiliate of the American Association of Community Colleges.

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Dr. McCormick is the recipient of several honors and recognition for his work, among them a citation for "model" leadership style in the publication *Shared Visions of Public Higher Education Governance*. In 2002, the honor of an Ojibwe name was given Dr. McCormick by the Fond du Lac Reservation and Fond du Lac Tribal and Community College in Cloquet, Minnesota. The Association of Pennsylvania State College and University Faculties' prestigious Distinguished Friend of Higher Education Award was presented to McCormick in 2005. Other noteworthy awards given him came from the Minnesota Association of School Administrators with the Distinguished Service Award; the Minnesota Minority Education Partnership's Ron McKinley All My Relations Award; and in 2011, he received Minnesota's American Indian Conference Award.

Dr. McCormick is a frequent speaker, particularly on issues addressing characteristics of leadership, governance, workforce development, higher education opportunity for the underserved and underrepresented, and the public higher education access mission.

Dr. McCormick is a graduate of Indiana University of Pennsylvania. He earned Master's and doctoral degrees from the University of Pittsburgh. He also has completed post-doctoral study at Columbia University, the University of Michigan, and the John F. Kennedy School of Government, Harvard University.



Janice S. Fitzgerald has been a consultant of counsel with AGB Search since 2011. She served as chief of staff and deputy chancellor for the Minnesota State Colleges and Universities system from 2001 to 2011. As a part of the senior policy team for the college and university system during that time, she worked closely with the system's governing board, the chancellor, and college/university presidents on matters of policy, procedure, and practice systemwide.

Prior to joining the Minnesota State Colleges and Universities, Ms. Fitzgerald was the founding public relations and communications director for the State System of Higher Education in Pennsylvania. She left that office as the executive deputy for the system. Ms. Fitzgerald was director of public relations and publications at Cheyney University of Pennsylvania and an assistant professor of English there. She also worked and taught as a graduate assistant at Villanova University and Carnegie Mellon University. Recognized for organizational and crisis management skills, she has made presentations before numerous seminars, workshops, and conferences.

Ms. Fitzgerald has received academic and community honors and is a National Association for Equal Opportunity Alumnus of the Year awardee. In addition, the Education Writers Association has selected her for the EWA and Johnson Foundation Wingspread Seminars in Racine, Wisconsin. As a founding member of the College and University Public Relations Association of Pennsylvania, Ms. Fitzgerald served as secretary and vice president of the group and helped establish the CUPRAP Minorities in Communications Scholarship. She has held membership in the Modern Language Association, Public Relations Society of America, the National Association of Women in Education, the Barbara Pym Society, and was a member of the state planning committee for the Pennsylvania American Council on Education-National Identification Program for Women. She also works with the Association of Institutions of Jewish Studies.

Ms. Fitzgerald graduated magna cum laude with a bachelor of arts in English from Cheyney University of Pennsylvania, received the Master of Education from Cheyney University, and the Master of Arts from Villanova University. Doctoral course work in rhetoric and composition was undertaken at Carnegie Mellon University, and she completed the Program for Senior Executives in State and Local Government at the John F. Kennedy School of Government, Harvard University.

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

The following individuals can provide specific information about Dr. McCormick and Ms. Fitzgerald's recent search work. You are also invited to contact any of AGB Search's former clients (furnished upon request).

University of North Dakota

Presidential Search (2016)

Terry Meyer, Administrative Support Manager

(701) 328-2963, terry.meyer@ndus.edu

Emporia State University

Presidential Search (2015)

Blake Flanders, President/CEO

Kansas Board of Regents

(785) 296-1194, bflanders@ksbor.org

Western Connecticut State University

Presidential Search (2015)

Erin Fitzgerald, Associate Director for Board Affairs

Connecticut State Colleges and Universities

(860) 723-0013, fitzgeralde@ct.edu

5.1.5 Schedule/Time Commitment

We present below a suggested timeline for the search, starting in late August with the candidate chosen by the end of January. Dr. McCormick and Ms. Fitzgerald will collaborate with the search chair to revise this timeline to best meet the search committee's anticipated schedule and the university's academic calendar.

Late August - September: Plan and organize the search

- Search committee meets with the consultants to:
 - Review the search process
 - Agree on timeline, establish procedures, and review confidentiality policy
 - Discuss the next president's skills and attributes
- Consultants prepare advertising and recruitment plan for search committee approval
- Consultants visit campus and speak to all stakeholders
- Following the campus visit, the consultants prepare the draft of search advertisement and profile

Fall classes begin: August 22

Labor Day: September 5

October: Recruit a strong pool

- Search is launched
- Search committee meets to:
 - Confirm leadership characteristics
 - Edit draft search profile and advertising
 - Review national recruitment strategy
- Consultants and research associate initiate advertising and outreach strategy; search profile is distributed nationally; advertising begins to appear, including sourcing e-blasts
- Consultants recruit highly-regarded prospective candidates from diverse backgrounds

End of the first half of the fall semester: October 14

Beginning of the second half of fall semester: October 17

November: Screen and evaluate candidate list

- Search committee meets to:
 - Discuss progress of search to date
 - Review electronic access to applications
 - Complete credential screening exercise
- Consultants open access to candidate files for search committee members to review
- Search committee meeting in person to identify top candidates for initial reference-checking
- Consultants and the search committee begin to prepare for neutral site interviews

Thanksgiving break: November 21-25

December: Interview candidates and facilitate search committee recommendations

- Search committee meets in person to discuss first round reference results and to determine neutral site candidates (semifinalists)
- Consultants and search committee plan for and host preliminary interviews
- Consultants and research associate complete meaningful due diligence on the chosen candidates
- Search committee selects a final candidate pool for campus visits

Final exam week: December 12-16

Commencement: December 17

January: Facilitate appointment

- Consultants prepare search committee and campus for candidate visits, including providing assistance with preparing final interview schedule
- Campus interviews are completed, and deep due diligence reports are initiated
- Search committee meets to finalize candidate information
- Consultants assist in negotiations with final candidate
- Consultants assist with a communication plan following the decision

Spring classes begin: January 9

Holiday: January 6

Suggested Process

Every search that AGB Search conducts is unique. As a partner with the board and search committee, Dr. McCormick and Ms. Fitzgerald will lead the Iowa Board of Regents through the following steps to recruit and identify the best-fit candidate at this point in UNI's history.

Organize the Search and Research Leadership Needs

After conducting thorough initial research, Dr. McCormick and Ms. Fitzgerald meet with the board and search committee, and visit the UNI campus to consult with constituents. Their efforts focus on learning the attractions and challenges of the presidency, as well as the characteristics and experience the successful candidate must possess, which:

- Ensure that the consultants are well informed about the institution and position and represent the University of Northern Iowa with accuracy and passion throughout the search;
- Give appropriate constituents an opportunity to weigh in on the future priorities of leadership; and
- Enable the consultants and the search committee to produce a search profile and advertisement that will attract candidates that possess the skills, foresight, and entrepreneurial spirit that UNI needs.

Subject to review and approval, the search profile includes information on UNI's history and mission. It also will include the requirement for candidate postsecondary education transcripts. Throughout the recruitment phase, the consultants will share the profile and advertisement with nominators and candidates. Candidates are evaluated by the criteria it contains.

Recruit a Strong, Talented Pool of Candidates

Dr. McCormick and Ms. Fitzgerald focus on the recruitment of a fresh pool of candidates tailored specifically to your leadership needs at this time. The recruitment phase involves a number of avenues by which strong candidates will join the pool.

- **Direct Connections:** The consultants tap their extensive professional network to connect with colleagues who can recommend outstanding prospects. They identify good-match candidates who are not necessarily looking to change positions at this time, but could be attracted to the opportunity.

- **AGB Search Network:** AGB Search consultants work collaboratively. Candidates for this search will come from other AGB Search consultants, their network of contacts, and from well-vetted candidates identified by AGB Search.
- **Call for Nominations:** Using its extensive network, AGB Search reaches out to presidents, vice presidents, and deans across the country at peer institutions and beyond to ask for nominations of qualified individuals. This call also includes outreach to system heads, senior executives, and association leaders at national organizations such as the American Association of State Colleges and Universities and several more. When appropriate, business sector leaders and government-related groups also may be contacted.
- **Advertising:** AGB Search advertises in the leading higher education trade publications and websites with a mind to recruiting a broad and diverse pool. For a presidential post, these may include the *Chronicle of Higher Education*, InsideHigherEd.com, Women in Higher Education, Diverse Jobs, and Hispanic Outlook. We will work to identify other potential venues, both online and print, that will reach high-caliber potential candidates.

A full-service firm, AGB Search handles all the search materials, including letters soliciting nominations and interest, acknowledgment of applications, correspondence with applicants, and letters of non-advancement. On your behalf, we set up a confidential, search-specific, secure website through which all candidate materials are constantly available to the search committee.

Screen and Evaluate Candidates

Dr. McCormick and Ms. Fitzgerald conduct initial screenings of candidates, reviewing application materials and speaking with all promising candidates to learn as much as possible about their experience, level of interest, and specific circumstances of their candidacy. This focused effort allows them to get a sense of the pool of candidates and to begin identifying the good-match candidates most worthy of the search committee's attention.

Near the end of the recruitment phase, the consultants work with the board and search committee on a plan for the review of applications. Dr. McCormick and Ms. Fitzgerald will draft an evaluation form based on the search profile and lead the search committee through a credential screening exercise as a way to prompt more consistent reviews by individual members. If requested, they will group applicants based on qualifications and the profile's criteria for the committee's consideration, but committee members have access to every candidate file, and decisions to advance or remove candidates rest entirely with the committee.

Following its review of candidates, the search committee meets with the consultants to create a short list of consensus candidates to advance—a crucial step that will help hone a collective sense of what the institution needs most in its next president. This step triggers the first round of due diligence, which includes calling the listed references provided by candidates. The committee uses these references, along with all other available information, to select the semifinalists for neutral-site interviews. The consultants and the research associate conduct internet and Lexis/Nexis reviews of each semifinalist, which will further inform the search committee's decision of which candidates to advance to the finalist stage.

The evaluation phase continues with interviews. Dr. McCormick and Ms. Fitzgerald help prepare for interviews by sharing a sample list of questions aimed at eliciting useful responses from candidates and encouraging the committee to tailor them. The consultants help assure that everyone remains focused on the agreed upon criteria throughout the interview process, that it gauges the length of questions to the time allotted for interviews, and that all members are engaged.

During semifinalist interviews, which typically take place over two days at a neutral (off-campus) site, the consultants manage the flow of candidates to assure continued anonymity. The outcome of these interviews is the choice of three to five finalists, who usually are invited to campus for more extensive rounds of interviews.

The consultants counsel the administration on the selection of finalists and schedules for campus interviews. When the finalists are identified, AGB Search immediately engages international background check firm HireRight, Inc., to conduct driving, criminal, civil, and credit checks, as well as verification of all academic degrees and credentials. The consultants also perform “off-list” reference calls, contacting a targeted list of individuals at the candidates’ current and past places of employment. At this stage, they again leverage fellow consultants, who may know a finalist from a prior search or have well-placed colleagues who can provide a candid assessment of a candidate. The consultants remain fully engaged until an appointment is made, actively assisting in answering any questions that arise about candidates’ past records and experiences.

Assist in Negotiations and Transition

Dr. McCormick and Ms. Fitzgerald gather compensation expectations from the most promising candidates as the search progresses to inform the eventual negotiation with the candidate of choice. Because AGB Search’s fee is not contingent on the president’s salary, the consultants can serve in an intermediary role during initial negotiations without conflict, working with both parties to assure there is a shared understanding of interests. The consultants communicate to the hiring official any information about the candidate that may have an effect on compensation or terms of employment.

Unique to AGB Search is the offer to assist in transition planning, developing strategies to support, prepare, and ensure a successful transition for the new president. We include this service as part of our process because experience has shown us a well-executed plan in the early months of a new leader’s tenure not only eases the whirlwind introductory phase but also sets the stage for longer term effectiveness. We focus on the first six months, when initial impressions are formed, important relationships are established, the learning curve is steepest, and missteps most easily are made.

A Commitment to a Diverse and Inclusive Search

At AGB Search, we value diversity and inclusion in every form, at all levels of an organization, and throughout our society. We commit to a search process that promises the recruitment of an inclusive pool of candidates. Over the past three years, AGB Search notes that 34% of our overall placements are women, and 10% are people of color.

5.1.6 Stakeholders Involvement

After conducting research on UNI, Dr. McCormick and Ms. Fitzgerald visit campus to meet and interact with the members of the campus community, including administrators, faculty, alumni, and students. This effort, listening sessions, gives constituents a chance to voice their aspirations and concerns for the university as well as to weigh in on the future priorities of leadership and characteristics the new president must possess to be successful.

The stakeholders invited to take part in these meetings are chosen by the search committee and board. Dr. McCormick and Ms. Fitzgerald will work with your search committee to identify the constituencies necessary to inform the next stage of UNI's evolution. These also may include the foundation board, business leaders, and local supporters for involvement.

Many institutions use these interviews as a way to evaluate how their stakeholders view their progress on their strategic goals, and to more clearly understand their brand and reputation within the different groups. Allowing all of these audiences a voice in the future of UNI also aids in the transition to the new leader as groups feel a sense of ownership in the decision-making process.

Once these interviews are completed, the consultants will draft the position advertisement and search profile, which reflect the feedback provided by stakeholders, outlining the job description, leadership priorities, and the skills and experience sought in the new president. Subject to the committee's review and approval, these documents become the backbone of the search. Throughout the recruitment phase, the consultants will share the profile with nominators and candidates. When the search reaches the evaluation stage, candidates are judged against the criteria it contains.

6. Fee Structure

To assist the Iowa Board of Regents' search for the next president of the University of Northern Iowa, AGB Search will charge a comprehensive, flat fee of \$85,000. There is no additional fee for administrative, research, background checks, and clerical services. AGB Search's comprehensive fee is payable in three approximately equal installments: at the end of month one, at the end of month three, and at the conclusion of the search.

All consultant travel-related expenses and advertising costs are billed separately on a monthly basis. We advise the board to budget \$11,000 for candidate travel expenses for the neutral site and finalist interviews. Total estimated search expenses are:

AGB Search fees (fixed)	
Search fee	\$85,000
Administrative and other fees	\$0
Reimbursement for AGB Search expenses (estimate)	
Consultants' travel, food, and lodging	\$8,000
Advertising – online and print	\$6,000
Reimbursement for candidate travel (estimate)	\$11,000
Total expenses (estimate)	\$110,000

Our Commitment and Guarantee

We are committed to our process. If the Iowa Board of Regents is unable to identify a candidate of choice for the president of Northern Iowa within the initial timeline, we will continue the search process until a successful appointment is made. Furthermore, if the candidate appointed leaves office anytime during the first year, we will return to assist in a follow-up search on an expenses-only basis.