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,

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

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  

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)

Bellarmine 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)  

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*
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)

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
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) 

AGB SEARCH. LEADERS FOUND.  
1133 20th Street, Suite 300, Washington, DC 20036
\textit{Millsaps College}  
Vice President for Finance (8/31/2015 - 11/30/2015)

\textit{Misericordia University}  
President (5/31/2012 - 12/31/2012)  
Vice President for Academic Affairs (9/30/2014 - 3/31/2015)

\textit{Monmouth College}  
Vice President for Finance (10/31/2013 - 1/31/2014)  
President (7/31/2012 - 3/31/2013)

\textit{Montana State University}  
Dean of Arts and Sciences and Architecture (1/31/2016 – 5/31/2016)

\textit{Montana University System}  
Deputy Commissioner for Finance and Administration (11/2015 - 3/1/2016)

\textit{Mount Carmel College of Nursing}  
President and Dean (7/31/2013 - 1/31/2014)

\textit{Mount Mercy University}  
President (8/31/2013 - 12/31/2013)

\textit{Mount Saint Joseph University}  
President (9/30/2015 - 2/28/2016)

\textit{Mount St. Mary's University}  
Vice President for Business and Finance (8/31/2012 - 10/31/2012)

\textit{Muskingum University}  
President (8/31/2015 – 3/1/2016)

\textit{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)

\textit{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
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 - 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
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

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.
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:
  o Review the search process
  o Agree on timeline, establish procedures, and review confidentiality policy
  o 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:
  o Confirm leadership characteristics
  o Edit draft search profile and advertising
  o 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:
  o Discuss progress of search to date
  o Review electronic access to applications
  o 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.