The first meeting of the ECU Chancellor Search Committee was held on October 27, 2015 at 10:00 a.m. Chairman Steve Jones called the meeting to order. Mr. Jones read the conflict of interest statement as required under the State Government Ethics Act. There were no conflicts reported.

Assistant Secretary to the Board of Trustees, Steve Duncan called the roll.

Kathy Brown  Paul Cunningham  Lisa Ormond  Margaret Ward
Joel Butler  Deborah Davis  Kieran Shanahan  David White
Edwin Clark  Steve Jones  John Stiller
Jeff Compher  Eliza Monroe  Marianna Walker

*Henry Hinton – BOG liaison

Members absent included Marcus Alberaz and Fielding Miller.

Committee Introductions

Mr. Jones asked each committee member to introduce themselves.

Charge to the Committee

Mr. Jones recognized President Tom Ross to deliver the charge to the committee. A full text version of President Ross’ charge is listed in these minutes as “Attachment A.”

Legal Overview

Mr. Jones asked Vice Chancellor for Legal Affairs, Donna Payne, to give a legal overview of the search. Ms. Payne outlined the search process and the committees’ duties as it relates to the search. She reviewed the legal requirements as it pertains to confidentiality and reiterated the desire to maintain the integrity of the search. Ms. Payne also reviewed the nondisclosure / confidentiality agreement that was included in the committee’s meeting materials and asked committee members to
sign the agreements before the end of the meeting. Ms. Payne said that all public record requests and questions regarding legal/confidentiality issues should be directed to her office.

**EEO Overview**

Mr. Jones introduced LaKesha Forbes, Associate Provost for Equity and Diversity, to provide an overview of the EEO process and expectations related to the search. Ms. Forbes’ presentation focused on the search’s commitment to diversity and inclusion, the university and the UNC system’s nondiscrimination policy, and compliance with other EEO rules. Ms. Forbes will follow up with this committee regarding training that would be available to the search committee before screening of candidates.

**Leadership Working Group**

Mr. Jones recognized Kieran Shanahan, Vice Chair of the Chancellor Search Committee and advisor to the Leadership Working Group to give an overview of the work of the Leadership Working Group. Mr. Shanahan said that the purpose of this group is to allow the opportunity for as much meaningful participation by a wide range of individuals as possible in the search process. This group will be responsible for soliciting feedback from the broad range of stakeholders and constituents via public forums and surveys, and then compiling that feedback into a “leadership profile” that will be used in the recruitment of candidates for the position of chancellor.

**Timeline**

Mr. Jones reviewed the proposed timeline that was included in the committee’s meeting packet (attached to these minutes as “Attachment B”). Mr. Jones noted that this particular timeline is very fluid and will certainly change based on the work of the search firm, the Leadership Working Group and many other factors. Mr. Jones asked for a motion from the committee to endorse the
proposed timeline in concept. Mr. Shanahan made said motion and Ms. Davis seconded the motion.

The motion was approved unanimously by the committee.

**BREAK FOR LUNCH**

Following lunch, Mr. Jones reconvened the meeting in order to hear from the three pre-selected search firms.

**Search Proposal 1 – Isaacson, Miller**
Presenters: Ponneh Varho and John Roberts
The proposal is attached to these minutes as “Attachment C.”

**Search Proposal 2 – Baker & Associates**
Presenters: Jerry Baker and Martin Baker
The proposal is attached to these minutes as “Attachment D.”

**Search Proposal 3 – Witt/Keiffer**
Presenter: Lucy Leske
The proposal is attached to these minutes as “Attachment E.”

At the conclusion of the proposals, the committee deliberated about which firm offered the best proposal to the committee and would serve the university most productively. Following discussion, Jeff Compher made a motion that the committee select Witt/Keiffer as the consultant for the ECU Chancellor Search. Mr. Shanahan offered a friendly amendment to the motion, that University Counsel, Donna Payne, be asked to negotiate the contract between ECU and Witt/Keiffer. David White seconded the motion. The motion passed the committee unanimously.

Mr. Jones concluded the meeting with brief comments regarding the next steps of the process, which will be geared toward the work of the Leadership Working Group.

**ADJOURN**

Respectfully Submitted,
Megan Ayers
CHARGE TO CHANCELLOR SEARCH COMMITTEE  
East Carolina University

Thank you for agreeing to serve on this committee. This search is the most important service you can render to East Carolina University. It is critical that you find the right person for this time in the history of East Carolina.

I. COMMITTEE GUIDANCE

The Committee must be guided by all appropriate provisions of the law and The Code, and follow assiduously the requirements of the North Carolina Open Meeting Law and the provisions of the University Code and delegations to the Board of Trustees.

II. COMMITTEE STRUCTURE AND OPERATION:

The search committee is broadly representative of the University family – includes all campus constituent groups including trustees, the student body faculty, staff, and alumni, and representation from across the region. ECU has done something different from our other Chancellor searches is setting up a Leadership Working Group to help you reach deep into the Pirate Nation to get feedback and input to help shape your leadership statement, and your deliberations.
Portions of your work must be held in confidence. This is critical to the integrity of the process.

The Search Committee Chair should serve as the spokespersons for the search committee; this is vitally important to prevent misinformation and leaks.

III. SEARCH PROCESS:

Records: A detailed record of the work of the search committee must be kept. The Search Committee will need to maintain records, including keeping minutes, maintaining records, making arrangements for meetings and travel, and processing budget requisitions.

Search consultant: Your efforts will be well served by the use of an experienced executive search consultant. Today you will interview some very qualified firms, any of which can serve you well. The search consultant will contribute to the identification and recruitment of candidates, and will provide “deep background” information to assist the search committee in narrowing the field of candidates. Don’t leave it up to them – encourage others to nominate.

Budget: The search process will be financed from resources at East Carolina. All the needed resources will be available, but we ask that you recognize that you have limited resources and spend them wisely.
The goal of the search committee is to achieve a working consensus about all major aspects of the search process. I urge you to:

a. Conduct public forums that allow input into the job description from major constituencies, including students, faculty and staff, alumni, parents, and the community.

b. I suggest you consider a survey to reach out to the ECU community that isn’t local. That’s a great way to seek input, particularly from alumni.

c. The Leadership Working Group will help you develop the job description and leadership profile. These documents will guide you in identifying the criteria that will become the basis you will use in evaluating candidates. Take time to reflect on this task – it is important.

d. Develop a search and advertisement strategy. You must follow University guidelines to ensure an equal opportunity search.

e. Decide how you will narrow the pool of candidates. You need to come up with a working list that you want to interview in terms of the right fit to the needs of ECU and to your leadership statement.
Maintaining confidentiality: Each member of the search committee must agree to honor the commitment to the confidentiality of closed session deliberations if you are to serve on this search committee. Such an agreement from each person is essential to ensure an effective search. Consideration of prospects, nominees and applicants must be done in a way that each member of this committee may speak candidly about a candidate’s qualifications without fear that their views will be made known outside this committee.

Similarly, the identity of nominees, prospects and applicants will remain confidential except with the permission of the candidate and at a time mutually agreed upon by the search committee and the President. This may be very important to someone’s career.

Committee Support: My colleague, Ann Lemmon from General Administration, will provide liaison and other support services.

IV. SEARCH RESULTS:

The committee, the campus community, the search consultant, and the President must accept responsibility for finding the most highly qualified individuals. Once these persons are identified, it will be the duty of the search consultant, in cooperation with the support staff of the search committee, to bring these individuals into the pool for consideration by the committee.
You must narrow the list to three. Three finalists, unranked, should be forwarded to President-elect Spellings. Each of the three should be individuals that this committee believes can serve with distinction as chancellor of this campus.

I am going to share the characteristics I believe you should look for in the next Chancellor for East Carolina University in just a moment. I also plan to discuss this search with President-elect Spellings to see if she has other characteristics she would like you to consider and to determine if she disagrees with any I am about to share. Here are my thoughts on the characteristics the next Chancellor of ECU should have:

a leader with unwavering integrity, the courage to always stand for what is right and do what is right
someone with a deep commitment to the value and importance of higher education and the role of the liberal arts in it
someone who will build on the success of Steve Ballard and the previous chancellors of East Carolina, to continue to move ECU to the next level
someone who understands the mission of ECU, and understands the blend of teaching, research, and service learning opportunities
someone who will support the growth and success of the medical and dental schools, and the other health sciences programs for which ECU is known
someone who will be a strong partner with Vidant
someone with life experience, someone who knows first-hand how to manage and lead a really complex organization – someone who understands shared leadership – someone who is transparent, inclusive, with a collaborative style.
someone with enormous people skills, who will be accessible to students, faculty and staff, alumni, parents, Board of Trustees, and the community.
someone who will be a partner with the University system
someone who understands the vital role East Carolina plays in this region’s economy, who will collaborate with not only the city of Greenville, but the surrounding counties, and who will be a visible and active participant
someone who appreciates intercollegiate athletics, who understands the need to have the appropriate balance between academics and athletics with academics always being a priority, and who values and the role athletics play in the college experience for students and alumni
someone who relates well to students and enjoys interactions with them
someone who will maintain the quality of ECU but is committed to keeping tuition low in compliance with our constitution
someone who has a vision of life after budget crisis, but recognizes difficult environment still ahead and the need to be innovative and creative
someone who values staff and faculty and the critical role they play in the lives of students
a proven fund-raiser---in today’s world private capital is the margin for excellence
Finally, Academic or not, keep an open mind

Our goal is to have the selected candidate in place no later than July 1st, but the committee should take the time to assure that they are forwarding candidates whom they are confident can lead East Carolina University in the years ahead.

And your work is not done with the selection of the new chancellor. Upon conclusion of the search and appointment of a chancellor, the members of the search committee will serve as emissaries to each of ECU’s major constituencies and as champions of the new chancellor.

This is a very important task---probably the most important thing you can do for this University.
<table>
<thead>
<tr>
<th>Event</th>
<th>2015</th>
<th>2016</th>
</tr>
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<tbody>
<tr>
<td>Chancellor Ballard Announces Plan to Retire June 30, 2016</td>
<td>X</td>
<td></td>
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<tr>
<td>BOT Appoints Search Committee</td>
<td>X</td>
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<td>BOT issues Search Firm RFP</td>
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<td>Search Committee Organizational Meeting</td>
<td>X 10/27</td>
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<td>Search Consultant Selected</td>
<td>X 10/27</td>
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<tr>
<td>Leadership Group Organizational Meeting</td>
<td>X 11/5</td>
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<tr>
<td>Survey Distribution</td>
<td>X Target: week of 11/16</td>
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<tr>
<td>Hold Constituent Forums</td>
<td>X Target: 11/30 – 12/9 (between Thanksgiving &amp; exams)</td>
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<tr>
<td>EEO Training</td>
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<tr>
<td>Online modules available with anticipated deadline for completion by mid-December</td>
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<td></td>
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<tr>
<td>Presentation of Leadership Profile to Search Committee</td>
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<tr>
<td>Need to be presented and approved by 12/18 in order for statement to be used in official advertisements</td>
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<tr>
<td>Invite Applications/Nominations, Advertising</td>
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<td>X</td>
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<tr>
<td>Begin Screening Applicants/Nominees</td>
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<td>X</td>
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<tr>
<td>Narrow Down to 8 - 12 1st Round Candidates</td>
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<td>X</td>
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<tr>
<td>Interview 1st Round Candidates</td>
<td></td>
<td>X</td>
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<tr>
<td><strong>Select 4-6 2nd Round Candidates</strong></td>
<td>July</td>
<td>Oct</td>
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<tr>
<td><strong>Reference Checks on 2nd Round Candidates</strong></td>
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<td><strong>Interview 2nd Round Candidates</strong></td>
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<tr>
<td><strong>Committee Recommends 3 Finalists to BOT</strong></td>
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<tr>
<td><strong>BOT Recommends 3 Finalists to President</strong></td>
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<td><strong>President Interviews 3 Finalists</strong></td>
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<td><strong>President Recommends Chancellor to BOG</strong></td>
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<td><strong>New Chancellor Begins Work</strong></td>
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A proposal to provide Executive Search Services to East Carolina University for the recruitment of a Chancellor

October 12, 2015

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  - John W. Roberts
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  - Higher Education: Presidents and Chancellors
- Fees and Expenses
October 12, 2015

Ms. Ann Lemmon
The University of North Carolina
PO BOX 2688 [Or 910 Raleigh Road (27514)]
Chapel Hill, NC 27515-2688

Submitted via email to: awlemmon@northcarolina.edu, ayersm@ecu.edu

Dear Ms. Lemmon:

Thank you for the opportunity to present our services to you for your upcoming search for a new Chancellor of East Carolina University (ECU). As a firm, having successfully conducted the Vice Chancellor for University Advancement search for ECU in 2013 and now currently working with the University of North Carolina System in the search for its new President, we feel our initial understanding of ECU and the UNC System would inform our approach to this search. We are grateful for the opportunity to present our services and would be honored to partner with you on this important recruitment.

This letter and the enclosed materials describe the firm’s history, organization, and capabilities; search services, process, and philosophy; our relevant experience; and our fee proposal. Please accept this as our proposal to assist you in this recruitment for ECU. You might also wish to visit www.imsearch.com for more information on our current searches and recent placements.

THE FIRM

Isaacson, Miller was founded in 1982 to recruit exceptional leaders for mission-driven organizations. From the beginning, we have been committed to strengthening and diversifying the leadership of the civic sector. Today, we have over 170 employees located in offices in Boston, San Francisco, and Washington, DC. We conduct almost 250 executive searches each year and have completed over 5,500 searches in the firm’s history.

The firm works across the spectrum of public and civic missions, and we believe the breadth of our experience is a real strength and distinguishing feature. Our practice in higher education is the nation’s largest and most comprehensive; today it accounts for more than half of our work. We also work extensively in healthcare, foundation leadership, economic and community development, conservation and environment, K-12 education, human services, advocacy, and arts and culture. In 2014, more than 70 percent of our clients were organizations that returned to Isaacson, Miller for additional searches after being pleased with our past results.

A detailed description of our approach to search is attached. Although at first glance, most search firms seem to follow similar processes, we have found that there are real differences in how
these processes unfold in a search. What distinguishes Isaacson, Miller first and foremost is that our work is grounded in our core institutional commitment to the strengthening of civic infrastructure and our fundamental resonance with our clients’ missions. This commitment is paired with a meticulous and disciplined approach to the work, with no time or effort spared to achieve an outstanding result.

In addition, Isaacson, Miller differentiates itself in several other important ways:

- Compared to other search firms, we are particularly craft intensive. We devote special care to grasping the strategic challenges and organizational culture of each client and to developing a customized research plan for each search. We network assiduously, making an effort to cultivate candidates who may not be actively seeking a new position. We personally interview promising candidates, often multiple times. A dedicated team of reference specialists conducts on- and off-list references for each finalist, and we share write-ups of these conversations with our client.

- We pay close attention to biography. We believe that the best way to anticipate a candidate’s future success is to understand past experience—not only accomplishments and positions held, but also how someone has integrated those experiences into an understanding of self. In our conversations with candidates, we explore how they have changed and grown over time, how they have dealt with success or disappointment, what kinds of challenges have attracted their interest, their inclinations as colleagues and collaborators, and the trajectory of their leadership learning.

- From the founding of our firm, we have held a fundamental commitment to bringing women and people from under-represented populations to positions of leadership. Over the life of the firm, 42 percent of our placements have been women, and 23 percent have been people of color.

- We are recognized for the high level of service and personal attention provided to our clients. We work closely with the search committee, the board, and key stakeholders and view our engagement with our clients as a partnership built on transparency and collaboration. This commitment to a high level of personal service means that we are selective and careful about the number of search assignments that we undertake at any one time.

- Although we compete routinely with the largest market-driven search firms, Isaacson, Miller does not seek to become a genuinely large firm. We are an employee-owned company, and our growth has been steady and strategic. We seek a size and definition that allow us all the efficiencies of a high-volume practice—infrastructure, a specialized research group, dedicated reference professionals, and most saliently, the extensive network of potential candidates and sources that arises from a significant volume of searches—while preserving our emphasis on mission, craft, personal attention to clients and candidates, and excellence in service.

**OUR UNDERSTANDING**

As a firm, we believe that we are well-poised to undertake this search. Not only is Isaacson, Miller, the nation’s largest practice in higher education, ours is also the most diverse. We enter
this search very much aware of ECU’s status as the third largest university in the University of North Carolina System, one of the premier systems of higher education in the country. As a regionally named and situated institution, ECU is cognizant of the important role that it plays in the educational and workforce development of eastern North Carolina. Moreover, it is an institution committed to the cultural, economic, and social development of this unique region of the state through collaboration and engagement.

To fulfill its mission of being a national model for student success, public service, and regional transformation, ECU has embraced a set of strategic goals that will increase access to higher education for students of diverse backgrounds; produce graduates ready to enter the workforce and serve their communities; expand leadership opportunities both on and off campus for students, faculty and staff; champion mission-driven research and innovation designed to address the region’s challenges and opportunities; improve the health of the region; enhance the quality of life by bringing the arts to local communities; and maintain its commitment to diversity and inclusiveness. We assume that the next Chancellor will be expected to continue to build upon the considerable accomplishments already achieved in these areas. We also assume that the new Chancellor will embrace the critical work ahead by identifying new initiatives that will secure the University’s unwavering commitment to create “a brighter tomorrow for North Carolina.”

In our initial stages of the search, we will want to learn more about the expectations for the next Chancellor. We will learn what the Board of Trustees, the academic leadership, and various stakeholders within the East Carolina community believe the new Chancellor will need to accomplish to further the aspirations and strategic goals of the University. Those aspirations will ground our search strategy as we recruit talented individuals whose track records suggest they will be able to lead ECU to a stronger future.

**RELEVANT EXPERIENCE**

We come to this project with active networks, knowledge, and experience that are directly relevant to a rapid and successful completion of this work. Isaacson, Miller has the nation’s largest and most diverse practice in higher education. We have built our networks across all of the tiers and sectors in the field—public and private—across the full geographic range of the country, and in critical allied fields including strong practices in academic medicine, national academic foundations, and research institutes that are allied to the academy. We have made a particular effort to recruit candidates from unexpected pathways, and they have made a genuine contribution.

We have included a listing of relevant work as an attachment and would like to call specific attention to the following searches as particularly relevant to this assignment at ECU:

- Dartmouth College – President (twice, most recently 2012)
- Howard University – President (2014)
- Lehigh University – President (2014)
- New York University – President (2014)
- Northern Kentucky University – President (2011)
- Pennsylvania State University – President (2013)
Current chancellor/president searches being conducted by Ponneh Varho include: President, Wellesley College and University of North Carolina System, President. Other chancellor/president searches being conducted across the firm include: Antioch College; California State University, Chico; Converse College; DePauw University; Marist College; Miami University; Mills College; San Jose State University; Sonoma State University; University of Colorado at Denver; University of Nebraska-Lincoln; Virginia State University; and Washington State University.

OUR APPROACH TO SEARCH

Isaacson, Miller has a simple but disciplined search process described in some detail in the attached material. We build it around a schedule, with each deliverable and decision point planned with you at the launch. Schedules are essential—they create expectations, simplify logistics, and discipline production. At the very beginning of the search process, we would develop a search work plan that accurately captures the steps of the search process and assigns dates to each milestone. Married to a rigorous schedule is our high quality, responsive service and timely consultation with our client representatives.

Our searches have three essential activities: definition, candidate discovery and selection. We spend our earliest time in the search learning from our clients and their various stakeholders so that we can say simply and clearly on their behalf what makes the job compelling and what constitutes success in the role. We follow this with an extensive effort to persuade the most talented people to become candidates. While we do place ads, the vast majority of our placements are people we have actively recruited into the search. They are people who are successful and well-employed and not actively on the job market.

We personally interview every candidate whom we recommend to our clients before they come to see the search committee. Once a search committee interviews semi-finalists and selects finalists, we engage in unusually extensive reference checking on these individuals. In general, we secure references from supervisors, supervisees and peers, and we routinely go “off-list” and check these finalists with people who know them but who have not been hand-selected as references by the candidate. We also conduct academic, criminal, and credit background checks on all finalists as a matter of course.
We pride ourselves on maintaining frequent communication with our clients throughout all stages of the search. We check in with our clients on a regular basis regarding the status of a search. Search documents such as resumes, prospect lists, progress reports, and references are made available through a secure online document management system.

We are known for treating all of our contacts with respect. We take particular care to keep prospective candidates advised of their status, to handle rejected candidates with consideration, and to inform our important sources of the progress of the search. While this attention to process is time consuming, it is an important service to our clients, whose own reputations are at stake.

OUR TEAM

Ponneh Varho, Principal, and John W. Roberts, Vice President, would partner on this search; bios for both are attached. We would participate in all client meetings, interview candidates in depth, and provide advice and counsel to you and other decision-makers throughout the process.

Ponneh’s practice is almost exclusively in the higher education sector. She was involved in the presidential searches at Northern Kentucky University, Spelman College, and the University of Vermont and is currently on the team leading the search for the UNC System President. John joined Isaacson, Miller after having spent more than 30 years in a higher education career, serving most recently as Dean of the College of Liberal Arts and Social Sciences and Professor in the Department of English at the University of Houston.

We would be joined by an associate, who would assist in candidate recruitment; a team administrator, who would provide administrative and scheduling support; a research associate and a reference specialist. In addition, all of the more than 80 recruiters in the firm would be aware of the search and would be available to contribute ideas and suggestions to the effort.

FEES AND EXPENSES

Isaacson, Miller works for clients on a retainer basis. Our fee is one-third of the amount that you agree to pay the hired candidate for the first year of employment, including without limitation salary, special deferred executive compensation, signing and performance bonuses, but not including contributions to federally qualified pension plans that are available to all employees, with a minimum fee of $50,000. We also incur two types of reimbursable expenses, which are described in more detail, along with our guarantee, in the enclosed materials.

Thank you for the opportunity to present this information to you. We look forward to an opportunity to discuss further how we might assist you.

With best regards,

Ponneh Varho
Principal

John W. Roberts
Vice President
Isaacson, Miller is a national executive search firm devoted to recruiting exceptional leaders for mission-driven organizations. Our founders created the firm in 1982, a time when civic institutions rarely used executive search firms.

The firm has grown steadily, and today, Isaacson, Miller stands alone as a large, national, retained search firm dedicated to the full range of public and civic missions. We have active practices in higher education, science and social science research, human services, conservation and environmental defense, human and civil rights advocacy, K-12 education, academic and community healthcare, philanthropy, arts and culture, and community-based economic development, with sub-specialties in almost every functional area.

Many of our clients and past candidates become part of an extended network that shares our goal of strengthening the civic infrastructure. They see their own missions reflected in the work of the firm and choose to assist us, generously, in our quest for the finest talent in their fields.

Isaacson, Miller is a mission-driven business committed to the recruitment of powerful civic leaders who raise our own and our clients’ competitive aspirations. We believe that civic organizations are essential to a strong civil society, a vigorous democracy, and to a free market economy. Civic institutions educate us all. They encourage the marketplace of ideas through research, teaching, and advocacy. They inspire innovation, and, through foundations and philanthropy, they arouse the charitable endeavors of private citizens. The civic sector serves as the guardian of our economic and societal strength. We have made its success our business.
OUR APPROACH TO EXECUTIVE SEARCH

The Isaacson, Miller search process is simple but disciplined. We explain it in detail to our clients, adapt it to their requirements, and ask them to join us as partners in its implementation.

We typically divide a search into five phases:

- Phase 1: Understanding the Challenge;
- Phase 2: Networking and Screening of Prospective Candidates;
- Phase 3: Narrowing the Field: Semi-finalist Selection and Interviews;
- Phase 4: Selecting Finalists and Checking References; and
- Phase 5: The Final Choice.

We offer a simple but disciplined search process.
UNDERSTANDING THE CHALLENGE

We begin each search by asking our clients a deceptively modest question: “How would you know—one year, three years, or five years after you hire someone—that you had, in fact, hired exactly the right person?”

We interview as many stakeholders in the search as appropriate—senior management, board members, key staff and consultants—exploring with them the measures of success for this role.

We first want to learn the organization’s cultural clues. Most clients know within the first 90 days whether the new executive will survive. They do not know if he or she will actually succeed. That takes years. We want to understand the implicit values and standards of the organization so that we can find candidates with a skill set and a management style that fit.

On a more fundamental level, we ask our clients to make explicit the strategic goals that they expect to achieve with their new hire. We believe that search is a strategic act—that when you pick a person you pick a path—and that it is very useful to know the desired path when we design the search.

At the conclusion of our stakeholder interviews, we summarize, in writing, our understanding of the assignment: the organization, its context and strategic challenges, the specific objectives and expectations established for this particular role, and the resulting personal and professional characteristics of an ideal candidate. We review this “scope” document with our client and edit it until it is satisfactory. We often find this process helps to clarify, or even build, consensus within an organization about where it is going and what is expected of new people. It is also our way of ensuring that we share with our client the same understanding of the assignment as we begin to network for prospective candidates.
Networking & Screening

Of Prospective Candidates

In this phase of the search we ask, “What analogous experience would prepare a candidate for the challenges in this role?” Put another way, “Where does this person work today? What is he or she doing?” We want to know what kinds of tasks and accomplishments prepare candidates in some reasonable way for the work they will face in this role.

Once we have identified target industries and fields, roles, institutions, and even individuals, we systematically canvass them to identify and interest candidates who match our requirements. Recognizing that our clients often have excellent networks themselves, we carefully pursue their suggestions. Where appropriate, we advertise in targeted publications or extend our outreach through postings on relevant Web sites and email mailing lists. Our networking always includes a concerted effort to reach and interest qualified women and people of color.

Many of the people we identify are busy and successful in their current positions and are not looking for another assignment; we work closely with our client to protect the confidentiality of their interest. We take particular care to keep prospective candidates advised of their status, to handle rejected candidates with consideration, and to inform our client of the progress of the search on a regular basis. In some searches there are strong internal candidates as well. These individuals undergo the same screening and assessment process as outside candidates.

As we complete our outreach, we focus on reviewing resumes and conducting telephone screens. Through this process, we narrow the long list of prospects to a reasonable number of candidates to interview in person before referring them to our client.
When our clients hire us, they expect us to know and understand the people we present for their consideration. We take this responsibility seriously. Through intensive personal, biographical interviews we learn each candidate’s history. We track a person through his or her entire career, asking how the person landed in each successive role, what he or she discovered, what ideas and actions were essential to success, what conflicts erupted, and how the candidate measured results. When we walk carefully through a person’s career, we begin to see the patterns. When we sum it up we ask, “Has this person encountered challenges that are analogous in scale and in measures of success to the work contained in this role?”

We treat our conclusions as hypotheses, our best guesses about candidates. As the search proceeds, we test these hypotheses with increasingly extensive and intensive reference checks—direct conversations with bosses, peers, and subordinates probing the same questions that we explore with candidates. At this stage, we typically expect to interview and conduct preliminary references on 10 to 20 candidates. We then work closely with our client to narrow the pool. We will be prepared to recommend semi-finalists but we prefer that our clients review and discuss all the candidates with us to make an informed choice of semi-finalists. Usually our clients choose to see from four to eight semi-finalists in their first-round interviews.

We aid our clients in their preparation for semi-finalist interviews. We review the challenges of the position, as outlined at the start of the search, and discuss how the interviewers can most effectively develop their impressions of each candidate’s preparation and suitability for the position. We can provide both written and oral guidance on the interview process, if that is desired.
Clients may face a considerable challenge after the semi-finalist round. If it is useful, we can help structure the candidate review, offering both a format for comparison and a series of organized straw votes that facilitate the process of selecting finalists. We are always prepared to offer our opinions and recommendations. However, we believe that these choices belong to our client and we only make recommendations at our client’s request.

When finalists are invited back for a second round of interviews, we help to structure the visits, both to provide an opportunity for the candidates to learn more about the organization and the position, and for our client to learn more about each candidate.

As candidates move through their final interviews, we begin an intensive and thorough process of reference checks and background verification on what is now a more select pool of candidates. We believe that references are just as important as, and often more important than, performance in a series of interviews as a means of learning about a candidate’s skills, experience, and temperament. We do not solicit letters of reference. Instead, we speak directly with each candidate’s bosses, peers, and subordinates over the course of his or her career, asking questions and eliciting comment on themes similar to those that we explored in our interviews. We document our lengthy reference conversations in a transcript style report and typically provide many pages of commentary on each finalist.
THE FINAL CHOICE

A good search can be difficult to close. When there are several strong candidates whose strengths and weaknesses are known in detail, making the final choice can be complex.

We remain active through this phase of the search, helping our client make a well-informed decision and staying in close contact with the finalists to address their questions and concerns.

We are often asked to play an important role in the final negotiations between the candidate and our client. Although we do not provide legal advice, we can help think through compensation packages and provide advice on relocation and family considerations.

---

*We remain active through the final phase, helping our client make a well-informed decision.*
OUR COMMITMENT TO DIVERSITY

In every search, Isaacson, Miller works diligently to identify a diverse and inclusive pool of candidates. Through our efforts, people from underrepresented groups have been recruited to key leadership positions throughout the country. In the course of over three decades, we have established an extensive network of contacts who recognize that our commitment to diversity is genuine and our track record is unparalleled. We call and build upon this network in every search we do. Since we were founded in 1982, 42 percent of our searches have resulted in the hiring of women and 23 percent in the hiring of people of color.

Our demonstrated commitment to diversity continues to evolve as our networks of talented leaders deepen and mature. Over the years, we have strengthened our efforts by expanding our understanding of diversity, which is inclusive of but not limited to race, gender, and sexual orientation, and by training our recruiters how best to build diverse pools. With every search, we expand our facility to identify individuals from underrepresented populations and deliver on our client’s commitment to the field.
PONNEH VARHO

Ponneh Varho joined Isaacson, Miller in 2007. She brings to the firm an understanding of organizational governance and effective leadership, particularly within higher education. She has served a range of clients at both public and private research universities, as well as small liberal arts colleges up to the presidential level. Prior to joining Isaacson, Miller, Ponneh practiced law in Washington, DC, for five years. As an attorney, she worked closely with clients to routinely deliver professional services, advising and counseling them on sensitive matters. Her attraction to higher education administration stems from her experience at the University of Virginia where, among other things, she served as a student trustee and as a member of the University’s Honor Committee. She holds a BA and a JD from the University of Virginia and an EdM in higher education administration from the Harvard Graduate School of Education.

Ponneh Varho
Principal
Isaacson, Miller
1300 19th Street, NW
Washington, DC 20036

(202) 682-1504 Phone
(202) 296-7271 Fax
pvarho@imsearch.com
JOHN W. ROBERTS

John W. Roberts recently joined Isaacson, Miller after having spent more than 30 years in a higher education career, serving most recently as Dean of the College of Liberal Arts and Social Sciences and Professor in the Department of English at the University of Houston. He has also served as Dean of Arts and Humanities, as well as Chair of the Department of African American and African Studies at The Ohio State University. Before his tenure at Ohio State, he was a professor in the Department of Folklore and Folklife and served as Director of the Afro-American Studies program at the University of Pennsylvania. In 2000, he was appointed Deputy Chairman of the National Endowment for the Humanities by the Clinton White House and served in that position until 2002. John has published widely in the fields of literature, folklore and African American studies. He is also past president of both the American Folklore Society (1996-1998) and the Association for African and African American Folklorists (1988-1994). He is a recipient of a Guggenheim fellowship and a fellow of the American Folklore Society. John received a BA from Tusculum College in Tennessee, an MA from Columbia University, and a PhD from The Ohio State University.

John W. Roberts
Vice President
Isaacson, Miller
1300 19th Street, NW
Washington, DC 20036

(202) 682-1504 Phone
(202) 296-7271 Fax
jroberts@imsearch.com
# REFERENCE

<table>
<thead>
<tr>
<th>Institution:</th>
<th>University of North Carolina System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Chapel Hill, NC</td>
</tr>
<tr>
<td>Name:</td>
<td>Ms. Joan MacNeill, Search Committee Chair</td>
</tr>
<tr>
<td>Title:</td>
<td>Member, UNC Board of Governors</td>
</tr>
<tr>
<td>Phone:</td>
<td>(838) 507-5322 (cell)</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:macneill85@gmail.com">macneill85@gmail.com</a></td>
</tr>
</tbody>
</table>

| Name:        | Ms. Ann Goodnight                   |
| Title:       | Member, UNC Board of Governors      |
| Phone:       | (919) 740-7868 (cell)               |
| Email:       | ann.goodnight@sas.com                |

| Name:        | Mr. Craig Souza                     |
| Title:       | Member, UNC Board of Governors      |
| Phone:       | (919) 782 3827                      |
| Email:       | craigs@nhcfa.org                    |

<table>
<thead>
<tr>
<th>Institution:</th>
<th>Northern Kentucky University</th>
</tr>
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<tbody>
<tr>
<td>Location:</td>
<td>Highland Heights, KY</td>
</tr>
<tr>
<td>Name:</td>
<td>Mr. Geoffrey S. Mearns</td>
</tr>
<tr>
<td>Title:</td>
<td>President</td>
</tr>
<tr>
<td>Phone:</td>
<td>(859) 572-5123</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:mearns@nku.edu">mearns@nku.edu</a></td>
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<tr>
<th>Institution:</th>
<th>Smith College</th>
</tr>
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<tbody>
<tr>
<td>Location:</td>
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</tr>
<tr>
<td>Name:</td>
<td>Dr. Kathleen (Kathy) McCartney</td>
</tr>
<tr>
<td>Title:</td>
<td>President, Smith College</td>
</tr>
<tr>
<td>Phone:</td>
<td>(413) 585-2100</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:kmccartney@smith.edu">kmccartney@smith.edu</a></td>
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## Representative Searches

**Higher Education: Presidents and Chancellors**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Location</th>
<th>Role</th>
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</thead>
<tbody>
<tr>
<td>Alamo Community College District</td>
<td>San Antonio, TX</td>
<td>Chancellor</td>
</tr>
<tr>
<td>Albany Law School</td>
<td>Albany, NY</td>
<td>President and Dean</td>
</tr>
<tr>
<td>Alexandria Technical &amp; Community College</td>
<td>Alexandria, MN</td>
<td>President</td>
</tr>
<tr>
<td>Alfred State College, State University of New</td>
<td>Alfred, NY</td>
<td>President</td>
</tr>
<tr>
<td>York College of Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Academy in Rome</td>
<td>New York, NY</td>
<td>President and Chief Executive Officer</td>
</tr>
<tr>
<td>American University in Bulgaria</td>
<td>Blagoevgrad, Bulgaria</td>
<td>President</td>
</tr>
<tr>
<td>American University of Central Asia</td>
<td>Bishkek, Kyrgyz Republic</td>
<td>President</td>
</tr>
<tr>
<td>American University of Kuwait</td>
<td>Safat, Kuwait</td>
<td>President</td>
</tr>
<tr>
<td>Amherst College</td>
<td>Amherst, MA</td>
<td>President</td>
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<tr>
<td>Anna Maria College</td>
<td>Paxton, MA</td>
<td>President</td>
</tr>
<tr>
<td>Antioch College</td>
<td>Yellow Springs, OH</td>
<td>President</td>
</tr>
<tr>
<td>Antioch University</td>
<td>Yellow Springs, OH</td>
<td>Chancellor</td>
</tr>
<tr>
<td>Antioch University Seattle</td>
<td>Seattle, WA</td>
<td>President</td>
</tr>
<tr>
<td>Art Center College of Design</td>
<td>Pasadena, CA</td>
<td>President and Chief Executive Officer</td>
</tr>
<tr>
<td>Baldwin-Wallace College</td>
<td>Berea, OH</td>
<td>President</td>
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<tr>
<td>Becker College</td>
<td>Worcester, MA</td>
<td>President</td>
</tr>
<tr>
<td>Benjamin Franklin Institute of Technology</td>
<td>Boston, MA</td>
<td>President</td>
</tr>
<tr>
<td>Bergen Community College</td>
<td>Paramus, NJ</td>
<td>President</td>
</tr>
<tr>
<td>Bowdoin College</td>
<td>Brunswick, ME</td>
<td>President</td>
</tr>
<tr>
<td>Brown University</td>
<td>Providence, RI</td>
<td>President</td>
</tr>
<tr>
<td>California Community Colleges</td>
<td>Sacramento, CA</td>
<td>Chancellor</td>
</tr>
<tr>
<td>California State Polytechnic University, Pomona</td>
<td>Pomona, CA</td>
<td>President</td>
</tr>
<tr>
<td>California Western School of Law</td>
<td>San Diego, CA</td>
<td>President and Dean</td>
</tr>
<tr>
<td>Cambridge College</td>
<td>Cambridge, MA</td>
<td>President</td>
</tr>
</tbody>
</table>
Central European University  
_Budapest, Hungary_
President and Rector

Champlain College  
_Burlington, VT_
President

Cincinnati State Technical and Community College  
_Cincinnati, OH_
President

City University of New York (CUNY)  
_New York, NY_
Chancellor

Claremont McKenna College  
_Claremont, CA_
President

Clarkson University  
_Potsdam, NY_
President

College of the Atlantic  
_Bar Harbor, ME_
President

College of the Holy Cross  
_Worcester, MA_
President (Counsel to the search)

The College of William and Mary  
_Williamsburg, VA_
President

Colorado College  
_Colorado Springs, CO_
President

Columbia College Chicago  
_Chicago, IL_
President and Chief Executive Officer

Community College System of New Hampshire  
_Concord, NH_
Chancellor

Connecticut College  
_New London, CT_
President

Cornish College of the Arts  
_Seattle, WA_
President

Dartmouth College  
_Hanover, NH_
President

Davenport University  
_Grand Rapids, MI_
President

Dillard University  
_New Orleans, LA_
President

Drew University  
_Madison, NJ_
President

Drury University  
_Springfield, MO_
President

Emory & Henry College  
_Emory, VA_
President

Franklin College Switzerland  
_Lugano, Switzerland_
President

Gallaudet University  
_Washington, DC_
President

Georgian Court University  
_Lakewood, NJ_
President

Gettysburg College  
_Gettysburg, PA_
President

Glendale Community College  
_Glendale, AZ_
President

Grand Valley State University  
_Allendale, MI_
President

Grinnell College  
_Grinnell, IA_
President

Hamilton College  
_Clinton, NY_
President
Hamline University
St. Paul, MN
President

Hampshire College
Amherst, MA
President

Haverford College
Haverford, PA
Interim President
President

Hebrew College
Newton Centre, MA
President

Holy Names University
Oakland, CA
President

Howard University
Washington, DC
President

Inver Hills Community College
Inver Grove Heights, MN
President

Kansas City Arts Institute
Kansas City, MO
President

Knox College
Galesburg, IL
President

Lakes Region Community College
Laconia, NH
President

Lasell College
Newton, MA
President

Lawrence University
Appleton, WI
President

Lehigh University
Bethlehem, PA
President

Lewis & Clark College
Portland, OR
President

Longy School of Music
Cambridge, MA
President

Lyme Academy College of Fine Arts
Old Lyme, CT
President

Madison Area Technical College
Madison, WI
President

Manchester Community College
Manchester, NH
President

Manhattan College
Riverdale, NY
President

McHenry County College
Crystal Lake, IL
President

Medical College of Wisconsin
Milwaukee, WI
President and Chief Executive Officer

Miami University
Oxford, OH
President

Miller College
Battle Creek, MI
President

Milwaukee Institute of Art & Design
Milwaukee, WI
President

Minneapolis College of Art and Design
Minneapolis, MN
President

Mohawk Valley Community College
Utica, NY
President

Monmouth College
Monmouth, IL
President
Moore College of Art and Design
Philadelphia, PA
President

Morehead State University
Morehead, KY
President

Mount Ida College
Newton, MA
President

Mount Saint Mary College
Newburgh, NY
President

Naropa University
Boulder, CO
President

Nassau Community College
Garden City, NY
President

National Louis University
Chicago, IL
President

National Technical Institute for the Deaf
Rochester, NY
President and Vice President/Dean, Rochester Institute of Technology

New England College
Henniker, NH
President

New England College of Optometry
Boston, MA
President

New York City Technical College, City University of New York
New York, NY
President

New York University
New York, NY
President

Northeast Texas Community College
Mt. Pleasant, TX
President

Northern Kentucky University
Highland Heights, KY
President

Northland College
Ashland, WI
President

Ohio Wesleyan University
Delaware, OH
President

Oregon Institute of Technology
Klamath Falls, OR
President

Oregon State University
Corvallis, OR
President

Pacific University
Forest Grove, OR
President

Pennsylvania State University
University Park, PA
President

Portland State University
Portland, OR
President

Post University
Waterbury, CT
President

Quest University Canada
British Columbia, Canada
President and Vice Chancellor

Reed College
Portland, OR
President

Regis College
Weston, MA
President

Rensselaer Polytechnic Institute
Troy, NY
President

Riverland Community College
Austin, MN
President

Rivier College
Nashua, NH
President
Rochester Community and Technical College  
Rochester, MN  
President

Rochester Institute of Technology  
Rochester, NY  
President

Roxbury Community College  
Roxbury Crossing, MA  
Interim President

Sacred Heart University  
Fairfield, CT  
President

Saint Anselm College  
Manchester, NH  
President

Saint Joseph's College of Maine  
Standish, ME  
President

Saint Xavier University  
Chicago, IL  
President

Salus University  
Elkins Park, PA  
President

Salve Regina University  
Newport, RI  
President

San Diego State University  
San Diego, CA  
President

Smith College  
Northampton, MA  
President

South Central College  
North Mankato, MN  
President

Southeast Technical  
Winona, MN  
President

Southwestern Law School  
Los Angeles, CA  
Dean and Chief Executive Officer

Spelman College  
Atlanta, GA  
President

St. Cloud Technical College  
St. Cloud, MN  
President

St. John’s College  
Santa Fe, NM  
President

St. Mary's College of Maryland  
St. Mary's City, MD  
President

State University of New York System  
Albany, NY  
Chancellor

State University of New York, College of Environmental Science and Forestry  
Syracuse, NY  
President

Tougaloo College  
Tougaloo, MS  
President

Tufts University  
Medford, MA  
President

The University at Albany, State University of New York  
Albany, NY  
President

University of California System  
Oakland, CA  
President

University of California, Irvine  
Irvine, CA  
Chancellor

University of California, Merced  
Merced, CA  
Chancellor

University of California, Riverside  
Riverside, CA  
Chancellor

University of California, San Diego  
La Jolla, CA  
Chancellor
University of California, San Francisco
  San Francisco, CA
  Chancellor

University of Connecticut
  Storrs, CT
  President

University of Hawai'i at Hilo
  Hilo, HI
  Chancellor

University of Hawai'i at Manoa
  Honolulu, HI
  Chancellor

University of Illinois at Urbana-Champaign
  Urbana, IL
  Chancellor, and Vice President, University of Illinois System

University of Illinois System
  Urbana, IL
  President

University of Massachusetts Amherst
  Amherst, MA
  Chancellor

University of Massachusetts Medical School
  Worcester, MA
  Chancellor

University of Nebraska Medical Center
  Omaha, NE
  Chancellor, and Vice President, University of Nebraska

University of Nebraska System
  Lincoln, NE
  President

University of Pennsylvania
  Philadelphia, PA
  President

University of Rhode Island
  Kingston, RI
  President

University of San Francisco
  San Francisco, CA
  President

University of the Middle East Project
  Cambridge, MA
  Executive Director/Chief Executive Officer

University of the Virgin Islands
  St. Thomas, USVI
  President

University of Vermont
  Burlington, VT
  President

University of Washington, Bothell
  Bothell, WA
  Chancellor

University of Washington, Tacoma
  Tacoma, WA
  Chancellor

University System of New Hampshire
  Lee, NH
  Chancellor

Vanderbilt University
  Nashville, TN
  Chancellor

Vermont Law School
  South Royalton, VT
  President and Dean

Villanova University
  Villanova, PA
  President (Counsel to the search)

Warren Wilson College
  Asheville, NC
  President

Waukesha County Technical College
  Pewaukee, WI
  President

Wheaton College
  Norton, MA
  President

Whitman College
  WALLA WALLA, WA
  President

Williams College
  Williamstown, MA
  President

Wittenberg University
  Springfield, OH
  President
FEES AND EXPENSES

Professional Fees

Isaacson, Miller works for clients on a retainer basis. Our fee is one-third of the amount that you agree to pay the hired candidate for the first year of employment, including without limitation salary, special deferred executive compensation, signing and performance bonuses, but not including contributions to federally qualified pension plans that are available to all employees, with a minimum fee of $50,000. We bill our retainer monthly in three equal installments based on an estimate of the cash compensation at the start of the search and make any necessary adjustment at the conclusion of the search. The first retainer is billed at the time the search begins with subsequent billings at 30 and 60 days.

If, during the course of a search, we introduce a person who is hired for another position within twelve months of the closing of the original search, we will bill a separate fee of 25% of the first year’s cash compensation.

If you choose to terminate or discontinue our relationship at any time, your obligation to us would be limited to all fees invoiced and all reimbursable expenses incurred through the date of termination. If there is a significant change in the scope of the search or the agreed upon role definition, if the search is placed on hold by you for more than 60 days or if the search has not resulted in a hire within one year of start date, we will consider this contract terminated and a revised contract with adjusted fees, if necessary, will be negotiated. Our fees are non-contingent and non-refundable.

Expenses

We incur two types of reimbursable expenses: direct and indirect. Direct expenses include the direct costs of consultant travel, meals and lodging associated with the interviewing and selection process and with visits to the client. Other direct costs include advertising, videoconferencing, and expenses incurred by candidates (e.g., travel, lodging and meals). Indirect expenses are those that are difficult to attribute to a specific project. They include phone, fax, postage and delivery, printing and copying, and internal research and administration. We charge 11% of the professional fee to cover indirect expenses, and include this in our monthly retainer billing. Original receipts are not available for these expenses. Direct expenses are billed separately on the last day of each month. We expect payment within 30 days of billing date.

Guarantee

If you hire a candidate whom we have evaluated and recommended, and if you choose to terminate the person for any reason excepting disability, change of ownership or organizational realignment, or if the person leaves for any reason excepting death or disability, or change of ownership or organizational realignment, within one year from the hired person’s employment start date, we will reopen this search and replace the person for no additional professional fee, provided that the new search commences within three (3) months of the employment termination date, unless we mutually agree on a later re-launch date. You will be responsible only for ordinary reimbursable expenses and an additional 11% of the original fee to cover additional indirect expenses.
Ms. Ann W. Lemmon  
Secretary to the University  
Ms. Megan Ayers  
UNC General Administration  
910 Raleigh Road  
Chapel Hill, NC  27515

Dear Ann:

Baker and Associates LLC would be very pleased to assist East Carolina University in the search for its next Chancellor. We appreciate being one of the search firms under consideration.

Our firm has conducted 65 searches for academic institutions in the state, including 44 searches within the University of North Carolina system. The Chancellor searches in North Carolina which we have conducted include Appalachian State, North Carolina State, UNC Greensboro, UNC Wilmington, UNC School of the Arts, and Western Carolina. We also conducted the search which led to the appointment of Erskine Bowles as President of the system. The Wilmington search was the most recent, having concluded earlier this year with the appointment of Dr. José “Zito” Sartarelli.

You will find enclosed a summary of our work in the non-profit sectors, including clients, searches, and professional references.

Our search methodology and proposed timeline is included.

Should we have the opportunity to assist East Carolina, I would be the lead consultant for the search. I would be assisted by Martin Baker and Anya Gray. Biographies are included. Baker and Associates LLC is administratively based in Atlanta; Martin Baker and I both reside in North Carolina.

The only presidential search which we are currently conducting is for the University of Mary Washington. This engagement is being led by Martin Baker.

You are welcome to speak with any of the references noted, but you might wish to speak with several of the North Carolina references. Wendy Murphy and Michael Shivar were the co-chairs of the Wilmington search; Mike Steinback chaired the Appalachian search; Steve Warren chaired the
Western Carolina search; and Rob King chaired the search at the School of the Arts. Other recent presidential searches include UNLV and Ball State; you are welcome to speak with Dan Klaich and Rick Hall, respectively, about those searches. Should you wish to speak with a reference about a current search, you are welcome to speak with Dr. Sally Kornbluth, Provost of Duke University, regarding a search I am currently conducting for Duke.

Our firm has been enormously successful in the identification of women and minority candidates. The identification of under-represented individuals is one of the highest priorities of our firm, and we are pleased that we have very tangible results to confirm that commitment. We have a strong commitment to diversity and identifying not just underrepresented candidates, but individuals who would promote an inclusive, respectful, and welcoming environment across campus.

The professional fee for conducting this search would be $120,000 and would be invoiced in three equal increments at the beginning of the search and 30 and 60 days thereafter. The professional fee would include internal administrative expenses, the cost of a secure website created and managed for the presentation of candidate materials, and the cost of background checks conducted by an external investigative agency. In addition to the professional fee, direct expenses of an engagement are invoiced at cost to East Carolina. These include consultant and candidate travel and the cost of advertising, should you wish for us to place the advertisements.

If for any reason the candidate selected leaves the University within two years, we will conduct an assignment to replace that individual without additional fee.

Baker and Associates LLC is committed to the principles which have always been the hallmark of our practice: safeguarding the integrity of a thorough search process, respecting the value and importance of confidentiality, honoring the trust that our clients place in us, treating every prospective candidate with dignity, and adhering to the highest ethical standards.

We look forward to continuing our work on behalf of higher education in North Carolina and are excited about the possibilities at East Carolina.

Best regards,

Jerry H. Baker
President

/ahg
FIRM INTRODUCTION

EAST CAROLINA UNIVERSITY

Prepared by:

Jerry H. Baker

October 12, 2015
ACADEMIC, HEALTH SCIENCES, AND NOT-FOR-PROFIT CLIENTS

- Academy of Art University
- University of Akron
- University of Alabama
- American Board of Orthopaedic Surgery, Inc.
- Appalachian State University
- Auburn University
- Ball State University
- Baylor University
- Bowling Green State University
- Brown University
- University of California, Davis
- University of California, Los Angeles
- Campus Compact
- Catholic University of America
- University of Chicago
- Christopher Newport University
- University of Cincinnati
- Clemson University
- College of the Holy Cross
- University of Colorado
- Columbia University
- Dartmouth College
- University of Delaware
- Duke University
- East Carolina University
- Elon University
- Emory & Henry College
- University of Florida
- Georgetown University
- University of Georgia
- University System of Georgia
- Georgia Institute of Technology
- Georgia State University
- Golden Key International Honour Society
- Harvard University
- Illinois State University
- University of Illinois
- Indiana University
- James Madison University
- Johns Hopkins University
- University of Kansas
- Kansas State University
- Kinship Foundation
- Kent State University
- University of Kentucky
- Law School Admissions Council
- Lipscomb University
- Longwood University
- University of Louisville
- Marquette University
- University of Memphis
- Meredith College
- University of Michigan
- University of Michigan – Flint
- University of Minnesota
- Mississippi State University
- University of Missouri
- University of Missouri System
- Murray State University
Baker and Associates LLC

- National Academy of Sciences/National Research Council
- NACUBO (National Association of College and University Business Officers)
- National Collegiate Athletic Association
- University of Nevada, Las Vegas
- The State of North Carolina
- North Carolina A&T State University
- The University of North Carolina System
- North Carolina State University
- The University of North Carolina at Chapel Hill
- The University of North Carolina at Charlotte
- The University of North Carolina at Greensboro
- University of North Carolina at Wilmington
- University of North Carolina School of the Arts
- University of North Florida
- Northern Illinois University
- University of Notre Dame
- Ohio State University
- Ohio University
- Oklahoma State University
- Princeton University
- Purdue University
- Purdue University Calumet
- Queens University of Charlotte
- University of Rochester
- Seattle Pacific University
- University of South Carolina
- South Carolina Governor’s School of the Arts and Humanities
- Southern Illinois University
- University of Tennessee
- Texas A&M University
- University of Texas at Arlington
- University of Texas Health Science Center at San Antonio
- University of Texas Medical Branch at Galveston
- Tufts University
- Vanderbilt University
- University of Virginia
- Virginia Commonwealth University
- Virginia Polytechnic Institute & State University
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- Professor and Area Chair, Operations Management, Wake Forest University
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The search process and methodology we utilize is as follows:

**DEFINE OBJECTIVES AND SPECIFICATIONS:**

- **Understand the purposes and goals of the institution.** It is essential that we devote meaningful time with our clients at the beginning of every assignment, even those organizations with whom we have worked for many years. We must have a clear understanding of the client’s current needs and requirements in order to represent the institution accurately and market the search aggressively.

- **Develop a position specification.** An agreed-upon written position description is finalized early in the search process and is used extensively throughout the search. This document will outline and define the position and ultimately will help determine the best-suited candidate when compared against the description and other candidates in the pool.

**IDENTIFY AND ASSESS CANDIDATES:**

- **Candidate identification.** Even though we do rely heavily on our existing connections, relationships, and extensive database to identify a diverse pool of highly qualified candidates, we also insist upon fresh, creative research early in an engagement in order to guarantee that we have current, thorough, and deep information regarding the discipline or function for which we are recruiting. Every search has its own identity, and our customized research and outreach to the marketplace reflects the specific and unique needs of the client organization.

- **Ensure qualified and diverse candidates.** Our search process is proactive and inclusive, not exclusive, and we have an extensive network of contacts that reflect our personal and professional commitment to diversity. Our firm is committed to the goal of equal employment opportunity as established by various federal and state laws and regulations. As such, we will not discriminate against any individual for employment because of race, religion, age, sex, national origin, sexual orientation, disability, or veteran status. We contact a large number of people as both potential candidates and sources of information to ensure that we target and develop the best possible candidates.

- **Candidate assessment.** We obtain an understanding of the accomplishments, capabilities, strengths and weaknesses, and potential for advancement for each candidate through resume review, telephone screens, and personal interviews.

**CANDIDATE PRESENTATION AND SELECTION:**

- **Present best qualified candidates to the organization.** In addition to the application materials submitted by the candidate, we prepare an appraisal report describing the experiences and qualification of each candidate through written and/or oral reviews by the search consultant. Our candidate presentation is most often via a confidential website which is accessible by members of the client organization whose access to that information has been approved. The
maintenance of confidentiality throughout the search process is required and is insured through this private website. We ensure confidentiality for each candidate until the time when we must release a final group to the media and/or begin checking references.

- **Selecting candidates.** We are accustomed to assisting the search committee in identifying those individuals who appear to have the most relevant backgrounds and experiences. Keeping in mind that we are not a voting member of the committee, it is important that the search committee review the candidates’ backgrounds and make an informed decision on those individuals with whom they would like to meet.

**INTERVIEW PROCESS:**

- **Preparing for candidate interviews.** We work very closely with the search committee in preparing interview questions that accurately reflect the discipline or function for which we are recruiting.
- **Conducting interviews.** We most often sit with the search committee during the interviews as an observer of the process, although it is ultimately up to the search committee to decide on the candidates they wish to invite to campus.

**CANDIDATE FOLLOW-UP:**

- **Recruit the preferred candidate.** We are very involved in working with the client in concluding the search process, including salary and benefit negotiations, when appropriate.
- **Ongoing follow-up with successful candidate.** We maintain close contact with successfully placed candidates, including quarterly telephone conversations to ensure a smooth transition.

**ADDITIONAL SERVICES:**

- **Conduct reference checks on final candidates.** We speak directly with individuals who are in positions to evaluate the candidate’s performance in recent years, references that will include both those supplied by the individual, as well as additional reference contacts.
- **Verify candidate credentials and backgrounds.** We assess each candidate presented in order to assist the hiring authority in the evaluation of credentials. With the approval of the candidates, it is our practice to confirm degrees, conduct credit and criminal checks, and conduct media reviews researching all articles in which the candidates are mentioned. We also review all biographical information and ask each candidate to sign a statement of accuracy.
Search Timeline

Month one
- Contract is signed between East Carolina University and Baker and Associates LLC.
- Consultants visit campus, meeting with the search committee, constituency groups, and administration.
- Expanded job specification is written, submitted, and approved by the University.
- Develop search strategy.
- Utilizing our existing connections, relationships, and extensive database, in conjunction with original research, identify appropriate individuals to contact for the search to ensure there is a diverse pool of highly qualified candidates.
- Contact prospective candidates as well as network with those individuals in positions to act as sources of information.

Month two
- Develop candidate pool.
- Screen candidates through in-depth telephone and/or personal interviews.
- Present candidate status reports to the search committee.

Month three
- Create secure website with candidate materials for the search committee to review.
- Candidate materials continue to be added to website as committee reviews candidate backgrounds.
- Search committee narrows down the list of candidates to a group of semifinalists.
- Search committee conducts “airport interviews” with selected group of semifinalists.

Month four/five
- Search committee narrows down lists of candidates to a smaller group of finalists.
- Formal background checks and professional references are conducted.
- Finalists visit East Carolina University.
- Offer is made to selected candidate.
Baker and Associates LLC, a retained executive search firm, was established in 2007. Jerry Baker, the President of the firm, has been an executive search consultant since 1976.

The firm is committed to the principles which have always been the hallmark of its practice: safeguarding the integrity of a thorough search process, respecting the value and importance of confidentiality, honoring the trust that our clients place in us, treating every prospective candidate with dignity, and adhering to the highest ethical standards.

The members of the firm have extensive backgrounds in retained executive search, collectively bringing some 60 years experience. The professional staff of the firm have conducted some 850 searches for a diverse corporate and non-profit clientele. Our searches include engagements for clients in many industrial, service, and non-profit sectors of the economy. Our higher education practice is one of the most highly regarded in the country.

The President and owner of the firm is directly responsible for the successful completion of every assignment. Our smaller client base allows us extraordinary flexibility in identifying target organizations from which prospective candidates can be identified.

It is essential that we devote meaningful time with our clients at the beginning of each search, even those organizations with whom we have worked for many years. We must have a clear understanding of the client’s needs and requirements in order to represent the organization accurately and aggressively. An agreed upon written position is finalized early in the search process and is used extensively throughout the search with individuals who are sources of information as well as with prospective candidates.

Every search begins with original research. Even though we have been in contact with thousands of individuals over the years and maintain an extensive database, we insist upon fresh, creative research early in an engagement in order to guarantee that we have current, thorough, and deep information regarding the discipline for which we are recruiting.

It is likewise mutually advantageous that we stay in frequent communication with our client during every phase of the search. It is helpful that a person be identified as the client representative with Baker and Associates, even though the hiring decision is most often made with the observation and input from a larger number of individuals.

Our candidate presentation is most often one where a confidential website is created which is accessible by members of the client organization who have been approved to access that information. The maintenance of confidentiality throughout the search process is required and is insured through this private website.

The professional fee for an executive search assignment is most often one-third of the first year’s total cash compensation. The professional fee is invoiced in three equal monthly increments: at the beginning of the search and 30 and 60 days thereafter.
In addition to the professional fee, the expenses incurred would be invoiced on a monthly basis. These expenses include internal administrative costs (technical, research, communication, clerical) which would be equal to 10% of the professional fee. This administrative expense would be invoiced in three equal increments: on the second, third, and fourth invoices. Consultant and candidate travel, interviewing expenses, advertising, and costs of background checks conducted by an external investigative agency would be submitted at cost.

It is the policy of Baker and Associates LLC that we will not actively recruit a person from a client organization for a period of two years following the completion of the last engagement for that client.

Our firm is committed to the goal of equal employment opportunity as established by various federal and state laws and regulations. As such, we will not discriminate against any individual for employment because of race, color, religion, age, sex, national origin, sexual orientation, disability, or veteran status.
PRESIDENT

JERRY H. BAKER

Mr. Baker has been an executive search consultant since 1976. Prior to establishing the firm in 2007, he was a partner with Baker-Parker, Inc. for 16 years. Prior to 1991, he spent nine years as a Senior Partner and Member of the Board of Directors of Lamalie Associates. Before that, he was President of MSL International, the executive search division of The Hay Group, Inc., and, earlier, a Vice President with Billington, Fox & Ellis, Inc.

Mr. Baker has conducted hundreds of searches for a diverse corporate and not-for-profit clientele. He has served corporations in many industries but has significant experience in consumer packaged goods, the food and beverage industry, consulting, commercial banking and consumer durables. His searches have been for chief executive officers, senior corporate officers, division management, and most functional disciplines. He has conducted 450 searches in the academic and not-for-profit sector, including the positions of president, chancellor, provost, dean, and vice president of most functional disciplines. Prior to becoming an executive search consultant, he was a member of the human resource staff of two major corporations.

Mr. Baker is a Life Trustee of Wake Forest University. He has previously served on the Executive Committee, the Academic Affairs Committee, the Compensation Committee, and the Student Affairs Committee. He recently was a member of the Overseers’ Committee to Visit the Divinity School of Harvard University, the Chair of the Board of Visitors of the Wake Forest University Divinity School, a member of the Council of University Resources at Harvard University, and Chair of the Dean’s Council at the Harvard Divinity School. He previously served as a member of the Board of Visitors of Wake Forest University, President of the Wake Forest University Parents’ Council, President of the Harvard Divinity School Alumni Association, a Director of the Harvard University Alumni Association, and member of the Board of Directors and Secretary/Treasurer of the Association of Executive Search Consultants. In 2007, he was recognized as the first recipient of the Dean’s Distinguished Service Award of the Harvard Divinity School.

He earned the B.A. degree from Wake Forest University and the Master of Divinity degree from Harvard University.
SENIOR VICE PRESIDENT

MARTIN M. BAKER

Mr. Baker has been in the executive search profession for 17 years and is based in our Winston-Salem, NC office. He transitioned his practice to Baker and Associates LLC in 2007 from Baker-Parker, Inc.

He previously worked in the Atlanta office of Korn/Ferry International, where he developed search strategy and executed searches for numerous senior level appointments. Mr. Baker began his career working as a Research Associate with Saxton Bampfylde, an executive search and management assessment firm in London, England.

Mr. Baker has conducted searches for the positions of CEO, CFO, CIO, Provost, Dean, Director, and Professor, having worked on over 300 searches throughout his career. Mr. Baker has represented some of the most distinguished colleges and universities in the country, having conducted numerous professorial and executive level searches spanning most academic disciplines and functions.

Mr. Baker currently serves on the Alumni Council at Wake Forest University, the Board of Directors of SciWorks (The Science Center and Environmental Park of Forsyth County in Winston-Salem), and on the Development Committee for the Children’s Museum of Winston-Salem. He previously served on the regional selection committee for the Presidential Scholarship at Wake Forest University.

Mr. Baker earned his Bachelor’s degree from Wake Forest University.

PRINCIPAL

ANYA H. GRAY

Ms. Gray has been in the executive search profession for 19 years. Prior to joining Baker and Associates LLC, she enjoyed a diverse career, first as an educator and then in managerial administration in the sea charter, asbestos abatement, advertising, and document management industries.

Ms. Gray administers all stages of each search and is in frequent communication with both the clients and the candidates. She conducts research, candidate development, and search coordination for a wide variety of senior level academic searches as well as a considerable number of searches in the corporate arena.

Ms. Gray earned a Bachelor of Arts in English and History from the University of North Carolina at Charlotte.
Through our global partnership, Panorama, we can respond effectively to the increasingly international demands of high level search in higher education. With sector expertise covering the globe, we are able to offer our clients the advantage of a global team of colleagues with a commitment to excellence and service. Our global presence and reach provides coverage across key higher education markets, including Australia, Europe, and the Far East.

In addition to the 500 searches Baker and Associates LLC has conducted for colleges and universities in the United States, Panorama’s collective client base covers Australia’s Group of 8, French- and English-speaking Canada, UK’s Russell Group, and mainland Europe. Our partners have recently conducted numerous Vice Chancellor and other senior level searches at University of Oxford, McGill University, University of Edinburgh, University of Manchester, Université de Montréal, University of Aberdeen, University of Liverpool, and University of Toronto. Their outstanding combined knowledge is readily available.

Alex Stewart
Consultant, Higher Education Practice, UK

Alex is head of the sector leading Saxton Bampfylde education practice and an equity partner in the company. She has advised on all senior higher and further education and related appointments in the last ten years; she also leads their work in the arts and culture sector. She joined the company after a career in the civil service, latterly as Director of Arts & Culture in the Department for Culture, Media and Sport, where she worked closely with government ministers on all aspects of arts and cultural policy.

Alex read English at the University of Durham.

Patrick Kenniff, Ph.D.
Consultant, Higher Education Practice, Canada

Patrick has been active in executive search since 1997. He co-founded Kenniff & Racine inc. in 2003. His experience of the public and private sectors, as well as of organizational management and management team building, constitutes an important advantage in his practice. A significant amount of his practice is carrying out assignments for universities and non-profit organizations.
During a ten-year tenure as Rector and Vice-Chancellor of Concordia University, he played an active role in community affairs and the promotion of Montréal, notably as President of the successful celebrations organized to commemorate the 350th anniversary of the founding of Montréal in 1992. As Québec's Deputy Minister of Municipal Affairs from 1979 to 1984, he planned and oversaw the implementation of a number of important legislative reforms relating to the organization and operation of municipal institutions in the province.

Patrick graduated in law from Université Laval, is a member of the Québec Bar and holds a Ph.D. in Law from the London School of Economics.

Sean Davies, Ph.D.
Consultant, Higher Education Practice, Australia

During the last 12 years, Sean has led search assignments with most Australian universities, including those searches to recruit Vice Chancellors, Deans, Heads of School and Institute and Centre Directors. His recent clients include the University of Melbourne, the Victorian Government, Queenwood School for Girls, University of Technology Sydney, Melbourne Grammar School, RMIT University, University of Queensland, Brighton Grammar School, Barker College and Australian National University.

He was previously with global executive search firm Egon Zehnder and earlier spent four years with the Boston Consulting Group advising Australian and international blue chip companies on a diverse range of management and strategic business issues.

Sean spent his early career as a Research Fellow at the University of Melbourne after completing a PhD in Molecular Biology and Genetics. He also holds an MBA from the Melbourne Business School.
October 13, 2015

Ms. Ann W. Lemmon  
Secretary of the University  
UNC General Administration  
P.O. Box 2688  
Chapel Hill, NC 27515-2688

**RE: Chancellor Search Services for East Carolina University**

Dear Ms. Lemmon:

Thank you for giving Witt/Kieffer the opportunity to submit a proposal in support of your upcoming search for the Chancellor of East Carolina University. We are delighted to enclose information about our firm and our compelling value proposition.

Witt/Kieffer leads the nation in executive search for our unique client base – predominantly higher education and healthcare organizations which are dedicated to improving the quality of life. Our clients include leading colleges/universities, academic medical centers, medical schools and health sciences centers, teaching hospitals, research institutes, integrated delivery systems, health systems, and life sciences enterprises. Because of this unique combination and our deep experience working at the intersection of higher education and healthcare, we believe we are closely aligned with ECU’s mission and programs and ideally suited to lead this search.

This search will be supported by a very experienced team of consultants who have significant depth of experience in managing president/chancellor searches and who have supported recent searches for the UNC System. I would lead the search and serve as your primary point of contact. In my 22 years as a search consultant, I have successfully supported numerous presidential searches, including many for public institutions. Having led the searches for the Chancellor of North Carolina Central, Winston-Salem State, Fayetteville State, and UNC at Pembroke, I am deeply familiar with the state of public higher education in North Carolina. I have also led searches for other senior positions within the system, including the recently completed search for the Dean, School of Law and the current search for Dean, School of Education, at UNC-Chapel Hill.

Partnering with me will be John Thornburgh. John is a Senior Partner in Witt/Kieffer’s Education Practice and a member of Witt/Kieffer’s Board of Directors. In the course of conducting over 50 presidential searches at both public and private institutions, he has built a national network of
relationships and a reputation for the highest level of client and candidate satisfaction. Of additional relevance, John led the Witt/Kieffer team that supported the successful search for the Chancellor of UNC-Asheville, and through this engagement gained a keen appreciation for the UNC System and higher education trends in North Carolina. John has also lead numerous searches for presidents of universities with medical schools as well as searches for deans of medicine.

Our mandate is to provide the highest service levels to East Carolina’s leadership and the Search Committee by developing the most qualified, versatile, and diverse candidate pool, ensuring that decision-makers have the ability to select a Chancellor who is fully aligned with the University’s values and strategic priorities.

The following proposal addresses each item you requested. We would be happy to answer any questions you may have and talk further with you about our services. Please feel free to contact me directly at 508-680-1268 or via email at lieske@wittkieffer.com should you have any questions or need additional information or materials.

Sincerely,

Lucy A. Leske
Senior Partner and Co-Managing Director, Education Practice
East Carolina University

Chancellor

Proposal

Submitted by:
Lucy A. Leske
John K. Thornburgh

October 2015
1. A brief description of the general capabilities of your firm. You should provide information including: a suggested timetable, your firm’s targeted search strategy, information about your firm’s website for review of candidate materials, and your plan to identify and develop candidates. If you wish to provide marketing materials, feel free to include those items, but they are not required.

For 45 years, Witt/Kieffer has been the nation’s leader in executive search for education and healthcare. Witt/Kieffer ranks among the top executive search firms nationwide and is the single largest firm specializing in senior-level executive search assignments for the non-profit sector. Witt/Kieffer’s mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a dedication to the clients it serves, a passion for excellence, teamwork, personalized service, and integrity.

**Our Outstanding Track Record**

- Our presidential/CEO placements have an eight-year average tenure, a testament to our meaningful and proven approach.
- Clients scoring our work give us a 94 percent satisfaction rating.
- With offices in locations across the country, Witt/Kieffer has created a national network of 90 expert search consultants who have keen insights into local and regional markets.

**Preliminary Search Strategy**

Witt/Kieffer’s customized approach to executive search keeps diversity fundamental to the process. We seek out leaders who champion diversity, educate constituents on its advantages, and strengthen community partnerships. Original research, our best-in-class database and most important – our wide-ranging network of contacts – help us find a diverse slate of candidates who fit the specialized needs of each client.

Working closely with the search committee, we will mount an energetic and thorough effort to identify top candidates both nationally and internationally. We will focus our recruitment efforts on leaders at peer institutions who are world class educators and administrators. Our outreach and engagement tactics ensure that the widest net is cast for outstanding leaders in a new era of higher education. A preliminary strategy is likely to include deep analysis of and outreach to:

- Presidents and provosts of ECU’s peer and aspirant institutions, both public and private
- Other public and private universities where provosts, deans (with a particular focus on deans of medicine and public health), and senior administrators may be prepared to take on a presidency
- Boards of trustees at institutions that are similar to ECU; trustees provide a small but highly talented pool of potential non-traditional candidates; many have higher education teaching or consulting experience combined with business or non-profit leadership experience
- Leaders of complex non-profit organizations, healthcare organizations, NGOs, or government agencies
- ECU and other UNC System alumni and former administrators
Developing a Diverse Pool of Candidates

Part of our mission is to promote and support women and diverse candidates into leadership roles. Building on our success in supporting and advancing leadership diversity, Witt/Kieffer established an internal Diversity Council several years ago, reflecting a key element of our mission:

"Witt/Kieffer believes that a culture of diversity and inclusion, where the entire range of human experience is welcomed and celebrated, can strengthen and transform organizations. We strive to model this belief in our work and service to our clients."

Witt/Kieffer is a member of and works closely with the National Association of Diversity Officers in Higher Education (NADOHE). In addition to advertising in the NADOHE journal, Witt/Kieffer has sponsored and spoken at NADOHE’s annual conference. We also work with other diversity organizations and affinity groups to identify potential candidates and regularly advertise and network with them, including Women in Higher Education, Hispanic Outlook, Diverse Issues in Higher Education, Journal of Blacks in Higher Education, Insight into Diversity, and the Hispanic Association of Colleges and Universities.

Witt/Kieffer also has longstanding, working relationships with the American Hospital Association’s Institute for Diversity in Health Management, the National Association for Health Services Executives (NAHSE), as well as other minority organizations to identify high potential candidates. In the summer of 2015, the firm partnered with several of these groups to conduct a national survey on diversity in healthcare leadership to determine advances in and barriers to recruiting and retaining women and minority leaders. In addition, our consultants have been invited to exchange ideas and facilitate convenings of minority cohorts within the American Council on Education, including the Fellows Program, the Center for Advancement of Racial and Ethnic Equity, the Office of Women in Higher Education, and the Center for Effective Leadership. We leverage these relationships to identify strong, highly qualified, innovative, and diverse leadership.

As a core strategy when evaluating leadership, we challenge candidates to demonstrate their ability and/or present their accomplishments in championing diversity initiatives on their current campuses or within their respective fields. We also target institutions that have had great success not only in retaining diverse faculty and attracting a diverse student body, but also in developing programs that strengthen awareness and inclusiveness across campus and in the community.

Outcomes

- The 2012 American College President report published by the American Council on Education found that approximately 26 percent of college presidents were women and 13 percent were people of color.
• Since 2011, 94 percent of Witt/Kieffer’s presidential candidate slates have included women and/or people of color. During the same time period, 44 percent of our presidential placements have been women and/or people of color.

Learning more about your organization

• We listen and learn during on-site interviews with board members, senior management team members, faculty, students, and others. We ask questions about structure, strategic goals, culture, and leadership needs to profile the ideal candidate and develop the best search strategy.

• We present what we learn to the search committee to cement the partnership essential to a successful search. We identify internal or external barriers to the search and recommend strategies to overcome them.

• We provide a written report that clearly defines the purpose of the position, its duty to support our client’s mission and values, and the nature and scope of the position. The leadership profile includes functional responsibilities, major challenges, principal accountabilities, qualifications, and goals for the first one to three years.

• This document is written carefully to provide a realistic portrayal of the position. This leader profile becomes the foundation for the search and the new chancellor’s mandate.

Evaluating candidates

• We conduct in-depth, behavioral interviews with each screened candidate to assess the potential for success and a serious interest in the position.

• We evaluate all candidates – internal and external – in the same thoughtful, comprehensive way. We treat each candidate professionally and with dignity and respect. We treat internal candidates with particular sensitivity, tact, and objectivity.

Comprehensive due diligence

Effective, deep referencing is a hallmark of our work. In these times of intensive public and media scrutiny, it is essential that a professional search firm apply extraordinary resources to drive risk out of the search process and ensure that there are “no surprises” when an appointment is announced.

• **Assigned Personnel:** Witt/Kieffer accepts full responsibility for completing a battery of on-list and off-list professional references in searches. The consultants assigned to the search conduct the calls, and the questions we utilize are aligned with the chancellor criteria, competencies, and performance expectations outlined at the beginning of the search. Our committees are sometimes interested in partnering in the referencing process, which we welcome. In that case, we work with committee members to develop effective reference scripts, coordinate assignments, collect, and post the information. We follow up and thank all references on your behalf.
• **Resources:** Witt/Kieffer commits an unparalleled range of tools and protocols to candidate due diligence, including:

  - Comprehensive media and public record review, led by a dedicated member of our research team who is responsible for continually monitoring media and other information
  
  - Verification of employment history, education, certifications, and other professional degrees and credentials
  
  - Review of 990s, audited financials, and other critical success indicators of the final candidates’ home institutions
  
  - Support for credit, driver’s license, and criminal background checks on the finalist(s); we can refer you to reliable consumer reporting agencies or, if necessary, conduct these checks, for an additional fee, with appropriate waivers of indemnity

• **Strategies:** Depending on the candidate and the level of confidentiality, we recommend comprehensive reference calls with a 360-degree perspective (supervisors, peers, direct reports) from the current and previous institutions. This process can take anywhere from one to three weeks.

  - Depending on the candidates and confidentiality concerns, first level referencing is typically done prior to the first-round interviews with at least one on-list reference.
  
  - The second level of referencing occurs after first-round interviews, before candidates proceed to a broader range of engagement with campus constituents. The second level includes additional on-list as well as off-list references.
  
  - The final level may involve the search committee chair making additional calls.

**Presenting candidates/preparing for interviews/online web access**

• We present the most qualified candidates including each candidate’s resume and cover letter. We conduct references once you decide which candidates to interview.

• We are on-site as needed to help you prepare for and conduct interviews with the selected candidates. We provide feedback during both first and second round candidate interviews, and assist in selecting finalists.

• We will create a confidential password protected extranet site where we will post electronic candidate materials for the search committee to review, which usually consists of a curriculum vita (CV) and a letter of interest (or professional summary) for each candidate.

**Competency Assessments**

• Following semi-finalist interviews, Witt/Kieffer has the capacity to administer competency and psychometric assessments based on extensive research into the leadership
competencies necessary specifically for higher education leaders. We typically wait until the committee completes one round of interviews, thus ensuring that the results of the assessment do not skew the perceptions of the evaluators.

- The competency assessments do not replace thorough interviews, but do offer additional insights into candidate behaviors and leadership potential.

- The Witt/Kieffer Executive Potential Report includes a consultative briefing with the client/search committee and a 90-minute feedback session with the placement. The report may also be used for on-boarding, succession planning, leadership development, executive transitioning, and/or executive coaching.

- The cost to conduct these assessments on up to three finalist candidates is included in the professional fee.

**Assisting with final selection/leadership transition**

- Once you decide to extend an offer, we will work in conjunction with the Board of Trustees. We can advise on terms, salary, benefits, and relocation based on our experience in negotiating executive compensation programs.

- We assist in managing a smooth transition – and stay in close contact with your organization and the new leader – to ensure a successful long-term match.

**Suggested Timeline for Search**

We hold ourselves to a search timeline that follows clearly defined steps. We work with clients to schedule meetings and candidate interviews at the start of the search to avoid delays. The following is a draft outline of how such a schedule might be constructed; we will work with the search committee to tailor this agenda to suit the work of the committee and the ECU community.

<table>
<thead>
<tr>
<th>November: Start-up activities</th>
<th>Planning: Consultants meet with the search committee to plan the search and begin to formulate selection criteria and search strategy.</th>
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<tbody>
<tr>
<td></td>
<td>Community outreach: Consultants and committee members meet with a wide range of members of the ECU community to keep them informed about the process and to learn more about their views of selection criteria.</td>
</tr>
<tr>
<td>November: Approve recruiting plan</td>
<td>Approval of plan: Consultants work with the search committee to finalize the Leadership Profile and recruiting plan.</td>
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</tbody>
</table>
| December-March: Recruiting and evaluation of candidates | Recruiting: Consultants lead active recruiting that is initially wide-ranging and then focuses on the most promising potential candidates.  
Candidate review: Search committee reviews candidate materials posted on password-protected website and considers consultant insights about candidates.  
Communication: Consultants maintain close contact with search committee chair through regularly scheduled calls. |
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<tbody>
<tr>
<td>Early March: Candidate review</td>
<td>Semi-finalist selection: Consultants meet with the committee to review candidates and identify candidates for preliminary interviews.</td>
</tr>
</tbody>
</table>
| Late March: First round interviews | First round interviews: Consultants support committee through first round interviews, followed by selection of three to five finalists for deeper engagement and evaluation.  
References: References contacted and credentials verified; reports provided for committee. |
| Early April: Finalist interviews | Finalist interviews: Two to four candidates are identified and have final interviews on the campus.  
Selection of preferred candidate(s): Committee presents recommendation(s) to the Board of Trustees. |
| Mid-April: Finalist selection, negotiations, and announcement | Appointment: Consultants support negotiation of terms.  
Announcement and transition: Announcement is planned. Consultants support transition. |

2. Designation of the lead search consultant and other staff members who would be providing services to the Chancellor Search Committee. Bios for each staff member should be included. We require a commitment that the lead consultant will actively manage and participate in this search. Please provide a list of current Chancellor/President searches in which the lead consultant is involved.

Lucy Leske will serve as the lead consultant for this search and will partner with John Thornburgh. Lucy will actively manage all facets of the engagement and maintain accountability throughout the duration of the recruitment for the highest client service levels and a successful outcome. In this capacity, she will act as your primary point of contact, attending initial assessment and search committee meetings, planning and executing recruitment strategies, planning an effective committee evaluations process, negotiating compensation packages, and ensuring the successful outcome of the search process.

*Lucy is currently supporting one presidential search at Alfred University.*
Lucy Apthorp Leske, senior partner and co-managing director of the Education Practice, joined Witt/Kieffer in 1998 and has been an executive recruiter since 1992. She has led a broad range of searches, including presidential, vice presidential, decanal, and provostial searches during her tenure with the company. Her areas of expertise include presidential and CEO positions; academic leadership in arts and sciences, law, engineering, education, and business; finance and administration; inclusion and diversity; international leadership; and advancement.

She has published national articles and presented at professional conferences, including meetings of the Ohio and Virginia Networks of ACE’s Office of Women, the ACE Fellows program, the National Association of Diversity Officers in Higher Education, the Millennium Leadership Institute of the American Association of State Colleges and Universities, NAFSA: Association of International Educators, and TIAA-CREF Institute on topics such as leadership transition and assessment, professional development for women and underrepresented individuals, and the recruitment and retention of talented leaders.

Lucy is the leader of the Witt/Kieffer Diversity Council and works with clients to enhance diversity and inclusive excellence in leadership recruitment. She is a member of the Board of Trustees at Mitchell College in New London, CT.

Education
B.A. magna cum laude, Biological Sciences, Mount Holyoke College, South Hadley, MA
Certificate of Completion, Ecology, Marine Biological Laboratory, Woods Hole, MA

John K. Thornburgh, senior partner, Education Practice, has been with Witt/Kieffer for over 10 years and is based in Pittsburgh, PA. His 25 years of leadership experience as an executive or governing board member in healthcare, higher education, a Fortune 50 corporation and not-for-profit organizations gives him broad-based expertise in governance, recruitment, and retention issues.

John specializes in executive search assignments for college and university clients who are seeking key executive roles as president/chancellor, provost, CFO, dean, vice president, and other prominent positions. He recently completed a term as Director of the Firm’s Higher Education Practice.

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

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

**Education**
B.A., Bucknell University, Lewisburg, PA
Executive Business Management Program, Duke University’s Fuqua School of Business, Durham, NC

**Research Support and Administrative Support**

Witt/Kieffer has one of the largest research staffs in the executive search industry, and arguably, the largest devoted solely to gathering intelligence on executives in the higher education, nonprofit, and healthcare industries. The firm has 20 analysts, librarians, and knowledge managers who generate original research for every search.

We also offer generous administrative support, guaranteeing that our consultants have the time and energy to conduct thorough candidate screening and evaluations for a nationwide search effort. Our administrative support includes full logistical coordination, including scheduling meetings and travel, as well as direct communication with the university’s designated search coordinator.
3. A representative listing of the types of academic searches in which your firm has participated, with references provided for at least three searches. We would like at least one of those references to be for a search within The University of North Carolina system.

Witt/Kieffer is a leader in presidential and executive search. We not only have supported search at some of the world's most distinguished institutions, we also have an international network of contacts and sources inside higher education as well as among affiliated and related sectors that will yield an outstanding pool of candidates for East Carolina.

Representative Presidential Searches (*institutions in bold indicate searches conducted by Lucy Leske and/or John Thornburgh*)

| American University in Bulgaria | Salem State University |
| Bemidji State University        | South Dakota School of Mines and Technology |
| Black Hills State University    | Temple University       |
| Bloomsburg University of Pennslyvania | Towson University |
| California State University Sacramento | University of Arkansas for Medical Sciences |
| Clarion University of Pennsylvania | University of Arkansas–Monticello |
| Colorado School of Mines        | University of Baltimore |
| Coppin State University         | University of Connecticut |
| Drexel University               | University of Maryland System |
| Emporia State University        | University of Massachusetts Amherst |
| Fayetteville State University   | University of North Carolina at Asheville |
| Fitchburg State University      | University of North Carolina at Pembroke |
| Framingham State University     | University of the South |
| Guilford College                | University of Tennessee System |
| Indiana University Kokomo       | University of Texas MD Anderson Cancer Center |
| Indiana University Northwest    | University of Texas–Rio Grande Valley |
| Indiana University of Pennsylvania | University of the District of Columbia |
| Long Island University Administration | University of Utah |
| Loyola Marymount University     | University of Washington (ongoing) |
| Millersville University of Pennsylvania | University of Wisconsin–Eau Claire |
| Murray State University         | University of Wisconsin-Oshkosh |
| North Carolina Central University | University System of New Hampshire |
| Pennsylvania State System of Higher Education | Winston-Salem State University |
| Pittsburg State University      |  |
Representative Dean of Medicine Searches

Boonshoft School of Medicine at Wright State University
Brody School of Medicine at East Carolina University
Central Michigan University College of Medicine
Cooper Medical School of Rowan University
David Geffen School of Medicine at UCLA
The Dell Medical School of the University of Texas at Austin
Louisiana State University School of Medicine
Morehouse School of Medicine

Temple University
Texas Tech University Health Sciences Center at the Permian Basin
University of Arkansas for Medical Sciences College of Medicine
University of Florida College of Medicine – Jacksonville
University of Kentucky College of Medicine
University of Mississippi Medical Center
University of Missouri-Columbia School of Medicine
University of North Dakota School of Medicine and Health Sciences

Other Relevant Searches

<table>
<thead>
<tr>
<th>Organization</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beth Israel Deaconess Medical Center</td>
<td>President and Chief Executive Officer</td>
</tr>
<tr>
<td>Brody School of Medicine at East Carolina University</td>
<td>Chair of Family Medicine</td>
</tr>
<tr>
<td>Carolinas Center for Medical Excellence</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Carolinas Medical Center - NorthEast</td>
<td>President</td>
</tr>
<tr>
<td>ECU Physicians</td>
<td>Executive Director ECU Practice Plan</td>
</tr>
<tr>
<td>Fellowship Hall Treatment Center</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Georgia Regents Health System (GRHealth)</td>
<td>Dean, College of Allied Health</td>
</tr>
<tr>
<td>Haywood Regional Medical Center</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>High Point Regional Health System</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Indiana University-Purdue University Indianapolis</td>
<td>Founding Dean, School of Public Health</td>
</tr>
<tr>
<td>The Ohio State University Wexner Medical Center</td>
<td>Senior Vice President of Health Sciences and CEO of the Wexner Medical Center</td>
</tr>
<tr>
<td>St. Joseph of the Pines</td>
<td>President and Chief Executive Officer</td>
</tr>
<tr>
<td>University of Arizona</td>
<td>Senior Vice President for Health Sciences</td>
</tr>
<tr>
<td>University of Illinois at Chicago</td>
<td>Vice Chancellor for Health Affairs</td>
</tr>
<tr>
<td>University of Kentucky</td>
<td>Dean, College of Public Health</td>
</tr>
<tr>
<td>University of Kentucky</td>
<td>Dean, College of Health Sciences</td>
</tr>
<tr>
<td>University of Michigan-Flint</td>
<td>Dean for the School of Health Professions and Studies</td>
</tr>
<tr>
<td>University Of Michigan Health System</td>
<td>Executive Vice President Medical Affairs/Chief Executive Officer</td>
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<tr>
<td>University of North Texas Health Science Center</td>
<td>Dean, School of Public Health</td>
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<tr>
<td>University of Texas System</td>
<td>Executive Vice Chancellor for Health Affairs</td>
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<tr>
<td>University of Texas-Pan American</td>
<td>Dean, College of Health Sciences and Human Services</td>
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<tr>
<td>Institution</td>
<td>Position</td>
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<tr>
<td>University of the Sciences</td>
<td>Dean of Health Sciences</td>
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<tr>
<td>University of Utah Health Sciences Center</td>
<td>Dean of the College of Health</td>
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<tr>
<td>Vidant Medical Center</td>
<td>Chief Information Officer</td>
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<td>Vice President-UHS Physician Services</td>
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<td></td>
<td>Vice President and Chief Technology Officer</td>
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<td>Vice President, IS Ambulatory Applications</td>
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<tr>
<td>WakeMed</td>
<td>President &amp; Chief Executive Officer</td>
</tr>
<tr>
<td>Wayne State University</td>
<td>Dean, School of Pharmacy &amp; Health Sciences</td>
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<td>West Virginia University Robert C Byrd Health Sciences Center</td>
<td>Dean, School of Public Health</td>
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<tr>
<td>Wilmington Health Associates</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Winston-Salem State University</td>
<td>Dean, School of Health Sciences</td>
</tr>
</tbody>
</table>

**References for Lucy Leske**

**Dr. Don Bobbitt**  
President, University of Arkansas System  
dbobbitt@uasys.edu  
(501) 686-2505  
*Search: Chancellor of the University of Arkansas- Monticello*

**Dr. Kumble Subbaswamy**  
Chancellor, University of Massachusetts-Amherst  
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(413) 545-2211  
*Search: Chancellor of the University of Massachusetts-Amherst*

**Dr. James Dean**  
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*Search: Dean of Carolina Law*

**References for John Thornburgh**

**Mr. N. King Prather**  
Member, Board of Trustees, University of North Carolina at Asheville  
kprather1@nc.rr.com  
(919) 677-8512  
*Search: Chancellor of the University of North Carolina at Asheville*

**Ms. Katie Ryan**  
Senior Advisor to the Chancellor, University System of Maryland  
kryan@usmd.edu  
(301) 445-1903  
*Searches: Chancellor of the University System of Maryland and President of Towson University*
4. A fee proposal covering all fees, expenses, and costs associated with providing your services, and the method for reimbursing out-of-pocket expenses and other costs. The fee proposal should include the manner in which your work will be documented and billed. We request that you quote a flat fee rather than a fee that is a percentage of first year’s salary.

Professional fees for each search assignment are typically one-third of the first year’s total compensation including base salary and projected bonuses for which the individual is eligible, with a minimum fee of $60,000. For this search, we will agree to set the professional fee at a flat $110,000.

Expenses

The fixed job expenses, billed at the one-time charge of 10 percent of the fixed professional search fees with a maximum of $10,000, are for administrative support, verifications, media checks, database access, communications, and research services that are not easily identifiable by project.

Out-of-pocket expenses are for staff and candidate travel and accommodations, courier services, advertising, video conferencing, publications, education verification, and outside printing. These expenses are invoiced at cost on a monthly basis.

Billing arrangements

The first billing of 30 percent of the professional fee plus the fixed one-time office-related expense charge of $10,000 will be submitted at the start of the search. Two additional invoices for 30 percent of the professional fees plus out-of-pocket expenses will be submitted at 30 and 60 days, and invoices for remaining expenses will be submitted monthly thereafter. The balance of the professional fee (10 percent) will be billed at the close of the search. Invoices are due within 30 days. All bills must be paid within 60 days of the final invoice to activate the placement guarantee.

Cancellation and other related policies

If you decide to hire an additional candidate as a result of this search assignment, there is a professional fee add-on of 20 percent of the first year’s total compensation including base salary and projected bonus. In addition, if the search is delayed by more than 30 days or the specifications for this search assignment are substantively changed, an additional fee for either event may result. If, for any reason, you cancel the search prior to successful completion, you are responsible only for the professional fees billed to date, plus actual expenses. A search that is suspended or placed on-hold may be re-started within six months of this proposal if the search is for the same position stipulated in this proposal. A search placed on-hold for more than six months will be considered cancelled; any search that is re-started may be subject to additional search fees. The firm’s guarantee applies only to the search described in this proposal and may not be applied to different searches.
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Witt/Kieffer shall receive notice of the need for a replacement search promptly from the client and no later than 30 days after departure of the placement. Activation of the guarantee is based upon the client’s notification to Witt/Kieffer of the departure. Based upon discussion between the client and Witt/Kieffer, a mutually agreed upon start date for the replacement search should occur within a reasonable period, but no later than 90 days from the departure date of the placement.

The guarantee applies to the Chancellor search only and there should be no material change in the job specification for the replacement search. Our guarantee excludes those situations where the placement departs due to organizational realignment, department restructuring or material changes in the position. Additional out of pocket expenses associated with the replacement search will be charged in the same manner as the original search.
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