

**Greenwood
Asher &
Associates®**



Executive Search Services Proposal

Florida A&M University

October 8, 2024



October 8, 2024

Ms. Kristin Harper
Chair, Board of Trustees
Florida A&M University
Tallahassee, FL 32307

Dear Ms. Harper,

Greenwood Asher & Associates (GA&A) appreciates the opportunity to submit our proposal for executive search services at Florida A&M University (FAMU). We would be honored to continue our 10-year partnership with FAMU and to contribute to the future success of the institution by identifying experienced candidates for the Board's consideration. Our knowledge of FAMU, the national market, and our recent successful closure of president searches in Florida uniquely equip us to quickly develop a deep and broad pool of candidates. GA&A greatly admires FAMU's commitment to fostering educational equity, preparing students for professional and leadership roles, and addressing critical societal challenges through its teaching, research, and public service. With our established rapport and deep understanding of FAMU's mission, we would be truly honored to partner with FAMU again on upcoming searches.

For this reason—and those noted below—we believe we are an excellent search partner for FAMU:

Experience with High and Very-High Research Institutions. Our work with Carnegie Classification High and Very-High Research institutions is especially notable, having conducted over **80 searches for such institutions in the past five years**. With a database built from over 2,000 searches, we leverage extensive networks, resources, and the contacts of our entire firm and its specialty practices.

People-First Approach. We approach client relationships with a long-term mindset and our teams are dedicated to delivering exceptional service to both clients and their candidates. Throughout the search process, we maintain open and transparent communication, providing weekly updates, valuable insights, and actionable recommendations. Your satisfaction is our commitment and will go the extra mile to ensure an exceptional experience.

Candidate Sourcing & Outreach. We find that our top-quality candidates are highly successful and currently employed leaders who are identified through nomination (i.e., via diverse sources that GA&A reaches out to) and our own strategic recruiting in the market. GA&A conducts our own original research to identify candidates who align with the specific qualifications identified for each unique position and search. We typically make hundreds of initial, and follow-up calls to develop a highly qualified pool of candidates for the client's consideration.

The following proposal highlights our extensive experience with executive searches, our search approach, and our customizable executive search services.

Please reach out to me with any questions or if you would like to schedule a meeting to discuss this proposal further.

Sincerely,

Marion Frenche

Associate Vice President of Executive Search

Greenwood Asher & Associates

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Phone: (850) 974-8696

Table of Contents

Firm Overview.....	1
Search Experience.....	3
Our Approach	12
Work Plan.....	14
Experienced Search Team	16
Cost & Fees	23
Value-Added Services.....	25
Appendix I: Comprehensive Presidential/Chancellor Search List.....	26
Appendix II: Redacted Quotes from Board Chairs and Presidents.....	31

Firm Overview

GA&A believes that a high-quality education system is the foundation of a thriving society. That is why for nearly 20 years, we've teamed with top higher education institutions to strategically identify and develop the next generation of dynamic leaders. We deliver concierge-level service to place high quality, diverse executive talent who is ready to support each institution's unique mission.

GA&A SEARCH EXPERIENCE HIGHLIGHTS

97%

repeat client rate.

21

successful search
partnerships with FAMU.

2,000+

completed searches.

80+

recent very high-
research search
partnerships.

57%

appointments of women &
people with diverse
racial/ethnic backgrounds.

20

years of executive search
experience.

Firm Overview

OUR DISTINCT VALUE

Working with GA&A will lead to a highly collaborative, transparent, and results-driven approach to your searches. Our goal is to exceed your expectations and provide you with outstanding candidates who align with your position requirements and with FAMU's mission and vision.

The following key services and expertise set us apart, ensuring the successful and timely completion of your searches.

Knowledge of the Market.

Our team is dedicated to thoroughly understanding FAMU's institutional culture, goals, and challenges. We'll combine this insight with our knowledge of the broader higher education landscape to identify candidates who not only meet your specific needs but also align with your core values.

Efficient and Cost-Effective Processes.

Our streamlined methodologies are designed to save you time and money while ensuring high-quality results. We manage the search process efficiently, providing you with exceptional value.

Consulting Experience You Can Trust.

Collectively, our team has 300 years of experience in executive search and consulting. We bring a wealth of knowledge and a proven track record of success, ensuring you receive trustworthy advice and guidance throughout the search process.

Active Pursuit of Inclusion.

Our commitment to inclusive searches means we actively seek out candidates from all backgrounds, bringing forth the best possible candidates for the position.

Innovation and Flexibility.

Our approach is not "one-size-fits-all". We adapt our methods to meet your specific needs and goals, incorporating innovative strategies to find the best candidates for consideration.

Use of Technology.

We leverage technology to enhance the search process, reduce costs, and improve efficiency. From digital screening tools to secure online platforms and use of AI, our use of technology supports a smooth and effective search.

Search Experience

LISTING OF PRESIDENTIAL/CHANCELLOR SEARCH EXPERIENCE

Since 2004, GA&A has successfully conducted hundreds of presidential/chancellor searches for higher education institutions across the nation. As a result, our database is reinforced by our national and global contacts, networks, and resources who can provide quality leads and nominations for your next president.

The following listing illustrates related searches GA&A has conducted within the last five (5) years for colleges and universities across the nation. (**Note - * indicates HBCU**)

INSTITUTION	SEARCH POSITION
Auburn University	President
Bemidji State University	President
Dean College	President
East Stroudsburg University	President
Eastern Illinois University	President
Excelsior College	President
Florida Gulf Coast University	President
Gateway Technical College	President
George Mason University	President
Lincoln University of Missouri *	President
Milwaukee Area Technical College	President
Minnesota State System Office	Chancellor
Minnesota State University, Mankato	President
Minnesota State University, Moorhead	President
Montgomery College	President
Morris College *	President
Norfolk State University *	President
Pennsylvania Western University	President
Piedmont University	President
Radford University	President
Southwest Minnesota State University	President
Stillman College *	President
University of Arkansas at Fort Smith	Chancellor
University of Arkansas, Fayetteville	Chancellor
University of Colorado, Colorado Springs	Chancellor
University of Illinois at Chicago	Chancellor and Vice President
University of Massachusetts Dartmouth	Chancellor
University of South Florida	President

Search Experience

INSTITUTION (continued)	SEARCH POSITION
University of the District of Columbia *	President
West Chester University of Pennsylvania	President
West Virginia University Institute of Technology	Campus President
Western Illinois University	President
Winona State University	President

LISTING OF PROVOST SEARCH EXPERIENCE

The following chart lists Provost and Vice President of Academic Affairs searches that GA&A has conducted. (**Note - * indicates repeat client for the same position**).

INSTITUTION	SEARCH POSITION
Albany College of Pharmacy & Health Science	Provost and Vice President of Academic Affairs
American University of Ras Al Khaimah	Provost/Vice President of Academic Affairs
Athens State University	Provost and Vice President for Academic Affairs
Augustana University	Senior Vice President Academic Affairs/Dean of College
Baker College	Provost
Bowie State University	Provost and Vice President for Academic Affairs
Central Michigan University*	Provost
Central State University	Provost and Vice President for Academic Affairs
Centre College	Vice President of Academic Affairs & Dean of the College
Charles R. Drew University	Executive Vice President of Academic Affairs and Provost
Cheyney University of Pennsylvania	Provost and Vice President for Academic Affairs
College of Saint Mary	Vice President for Academic Affairs
Colorado State University	Provost & Executive Vice President
Colorado State University–Pueblo	Provost and Vice President for Academic Affairs
Coppin State University*	Provost and Vice President for Academic Affairs
Delaware State University	Provost and Vice President for Academic Affairs
Delta State University	Provost and Vice President for Academic Affairs
Eastern Illinois University	Provost & Vice President for Academic Affairs
Embry–Riddle Aeronautical University	Senior Vice President for Academic Affairs & Provost

Search Experience

INSTITUTION (continued)	SEARCH POSITION
Embry-Riddle Aeronautical University	Senior Vice President for Academic Affairs & Provost
Fashion Institute of Technology	Vice President for Academic Affairs
Florida A&M University*	Provost and Vice President for Academic Affairs
Framingham State University	Vice President for Academic Affairs
George Mason University*	Provost & Executive Vice President
Illinois State University*	Vice President for Academic Affairs and Provost
James Madison University	Provost
Lamar University	Provost and Vice President for Academic Affairs
Lincoln College	Vice President for Academic Affairs
Louisiana State University	Executive Vice President & Provost
Louisiana State University	Vice Chancellor and Provost
Mercy College of Health Sciences	Provost
Minnesota State System Office*	Senior Vice Chancellor for Academic and Student Affairs
Missouri University of Science & Technology	Provost & Executive Vice Chancellor for Academic Affairs
Montana State University	Executive Vice President for Academic Affairs & Provost
Montgomery College*	Senior Vice President for Academic Affairs
Morgan State University*	Provost and Senior Vice President for Academic Affairs
Mount St. Joseph University	Provost
New Mexico State University	Executive Vice President and Provost
Norfolk State University	Provost and Vice President for Academic Affairs
North Dakota University System Office	Vice Chancellor for Academic Affairs
Oak Point University	Chief Learning Officer
Park University	Provost
Pennsylvania College of Technology	Vice President for Academic Affairs and Provost
Radford University	Provost and Vice President, Academic Affairs
Radford University	Provost
Rhode Island College	Provost and Vice President for Academic Affairs
Sacred Heart University	Provost
Suffolk University	Provost and Academic Vice President

Search Experience

INSTITUTION (continued)	SEARCH POSITION
Suffolk University	Provost
Susquehanna University	Provost
Tennessee Board of Regents Office	Vice Chancellor for Academic Affairs
Tennessee Technological University	Provost
Texas A&M University, Kingsville	Provost and Vice President for Academic Affairs
Texas Tech University	Provost and Senior Vice President for Academic Affairs
Towson University	Provost and Vice President for Academic Affairs
University at Albany	Provost and Senior Vice President of Academic Affairs
University of Alabama	Executive Vice President and Provost
University of Alabama at Birmingham	Provost
University of Alabama in Huntsville	Provost & Executive Vice President for Academic Affairs
University of Arkansas at Little Rock*	Executive Vice Chancellor and Provost
University of Arkansas, Fayetteville	Executive Vice Chancellor and Provost
University of Baltimore	Provost and Senior Vice President of Academic Affairs*
University of Colorado, Denver	Provost and Vice Chancellor for Academic and Student Affairs
University of Florida	Provost & Senior Vice President for Academic Affairs
University of Houston, Clear Lake	Provost
University of Houston, Victoria	Provost and Vice President for Academic Affairs
University of Illinois, Urbana-Champaign	Provost and Vice Chancellor of Academic Affairs
University of Kentucky	Provost
University of Mary Washington	Provost
University of Maryland, Baltimore County	Provost and Senior Vice President for Academic Affairs
University of Maryland, College Park	Senior Vice President and Provost
University of Massachusetts Dartmouth	Provost and Vice Chancellor for Academic Affairs
University of Minnesota, Crookston	Senior Vice Chancellor, Academic & Student Affairs
University of Minnesota, Rochester	Vice Chancellor for Academic Affairs and Student Development

Search Experience

INSTITUTION (continued)	SEARCH POSITION
University of Missouri, Kansas City*	Executive Vice Chancellor and Provost
University of Nevada, Las Vegas	Executive Vice President and Provost
University of New Mexico	Executive Vice President and Provost
University of North Carolina Greensboro	Provost and Executive Vice Chancellor
University of Oklahoma	Senior Vice President and Provost
University of Oklahoma Health Sciences	Senior Vice President and Provost
University of Tennessee	Vice President for Academic Affairs and Student Success
University of Texas at Austin	Executive Vice President and Provost
University of Texas at Brownsville	Provost
University of Texas at El Paso*	Provost
University of Texas at San Antonio*	Provost and Senior Vice President for Academic Affairs
University of Texas Pan American	Provost and Vice President for Academic Affairs
University of Texas Rio Grande Valley	Provost
University of Texas System	Executive Vice Chancellor of Academic Affairs
University of the District of Columbia	Chief Academic Officer
University of Washington, Tacoma	Executive Vice Chancellor for Academic Affairs
University of Wisconsin - Green Bay	Provost and Vice Chancellor for Academic Affairs*
University of Wisconsin - Milwaukee	Provost and Vice Chancellor for Academic Affairs
Upper Iowa University	Chief Academic Officer
Virginia Commonwealth University	Provost and Senior Vice President for Academic Affairs
Virginia Polytechnic Institute & State University	Executive Vice President and Provost
Washington State University Vancouver	Vice Chancellor for Academic Affairs
West Virginia State University	Provost and Vice President for Academic Affairs
West Virginia University Institute of Technology	Campus Provost
Western Kentucky University	Provost and Vice President for Academic Affairs
Western Michigan University	Provost
William Paterson University	Provost and Vice President for Academic Affairs
Wright State University	Executive Vice President for Academic Affairs & Provost

Search Experience

EXPERIENCE WITH HBCU INSTITUTIONS

The following list provides examples of recent search partnerships that GA&A has conducted with HBCU institutions. (**Note: * indicates repeat client**)

- Alabama A&M University
- Albany State University
- Alcorn State University*
- Bowie State University *
- Central State University *
- Charles R. Drew University*
- Cheyney University of Pennsylvania *
- Coppin State University *
- Delaware State University
- Florida A&M University *
- LeMoyne–Owen College
- Lincoln University of Missouri
- Meharry Medical College *
- Mississippi Valley State University
- Morgan State University *
- Morris College
- Norfolk State University *
- Prairie View A&M University
- Stillman College*
- Tennessee State University
- Texas Southern University
- University of Arkansas at Pine Bluff
- University of Maryland Eastern Shore*
- University of the District of Columbia *
- Virginia State University
- West Virginia State University *

EXPERIENCE WITH HIGH AND VERY HIGH RESEARCH INSTITUTIONS

The following list provides examples of recent search partnerships that GA&A has conducted with Carnegie Classification High and Very High Research institutions. (**Note: * indicates repeat client**)

- Arizona State University
- Auburn University
- Augusta University *
- California State University, East Bay*
- Central Michigan University*
- Clemson University
- Colorado State University
- Florida A&M University*
- George Mason University*
- Indiana University Bloomington
- Louisiana State University*
- Michigan State University
- Montana State University*
- Morgan State University*
- Northern Illinois University*
- Oklahoma State University*
- Old Dominion University*
- Oregon State University
- Prairie View A&M University
- Purdue University
- Rutgers University – New Brunswick*
- Sam Houston State University
- Stony Brook University, SUNY
- Temple University*
- Texas A&M University*
- Texas A&M University – Corpus Christi
- Texas Southern University
- The Ohio State University
- The Pennsylvania State University
- University of Arkansas, Fayetteville*
- University of Central Florida
- University of Colorado, Colorado Springs
- University of Colorado Denver
- University of Denver

Search Experience

- University of Houston*
- University of Houston System
- University of Illinois at Chicago
- University of Illinois Urbana–Champaign
- University of Iowa
- University of Kentucky*
- University of Louisiana at Lafayette*
- University of Louisville*
- University of Maryland, College Park
- University of Massachusetts Dartmouth
- University of New Hampshire*
- University of North Carolina Charlotte
- University of North Carolina Wilmington
- University of North Dakota*
- University of North Texas*
- University of Oklahoma*
- University of Pittsburgh
- University of South Florida
- University of Texas at Austin
- University of Texas Rio Grande Valley*
- University of Toledo
- University of Washington
- University of Wisconsin – Madison
- University of Wyoming*
- Virginia Commonwealth University*
- Virginia Polytechnic Institute & State University
- West Chester University of Pennsylvania*
- West Virginia University*
- Western Michigan University*
- William & Mary Law School

EXPERIENCE WITH SEARCHES IN THE STATE OF FLORIDA

Below are examples of searches we have conducted for clients in the state of Florida.

INSTITUTION	SEARCH POSITION
Embry–Riddle Aeronautical University	Dean, David B. O'Maley College of Business
Embry–Riddle Aeronautical University	Senior Vice President for Academic Affairs & Provost
Embry–Riddle Aeronautical University	President
Florida A&M University	Dean, School of Allied Health Sciences
Florida A&M University	CFO/Vice President for Finance and Administration
Florida A&M University	Dean, School of Journalism & Graphic Communication
Florida A&M University	Dean, School of Nursing
Florida A&M University	Superintendent, Developmental Research School
Florida A&M University	Dean, College of Education
Florida A&M University	Dean, College of Pharmacy and Pharmaceutical Sciences
Florida A&M University	Dean, School of Journalism & Graphic Communications

Search Experience

INSTITUTION (continued)	SEARCH POSITION
Florida A&M University	Dean, College of Science and Technology
Florida A&M University	Dean, College of Nursing
Florida A&M University	Dean, College of Engineering
Florida A&M University	Dean, College of Engineering
Florida A&M University	Dean, College of Education
Florida A&M University	Dean, College of Law
Florida A&M University	Director, Black Archives Research Center
Florida A&M University	Provost and Vice President for Academic Affairs
Florida Atlantic University	President
Florida Board of Governors	Chancellor
Florida Department of Education	Chancellor
Florida Gulf Coast University	President
Florida Gulf Coast University	President
Florida International University	Associate Dean for Academic Affairs, College of Nursing
Florida International University	Director, Latin American and Caribbean Center
Florida International University	Associate Vice President, Enrollment Services
Florida International University	Director, School of Computing and Information Sciences
Florida International University	Executive Director, MBA Program
Institution (continued)	Search Position
Florida International University	Chair, Electrical and Computer Engineering
Florida International University	Chair, Communication Sciences and Disorders
Florida International University	Chair, Occupational Therapy
Florida International University	Dean, College of Architecture and the Arts
Florida International University	Dean, College of Nursing and Health Sciences
Florida International University	Nursing Faculty (3 Positions)
Florida International University	Director, School of Accounting
Florida International University	Director, Graduate Nursing (2009)
Florida International University	Chair, Physical Therapy Department
Florida International University	President
Florida International University	Associate Dean of Research
Florida International University	Dean, College of Engineering and Computing
Florida International University	Director, Undergraduate Admissions
Florida International University	Director, Graduate Nursing (2008)

Search Experience

INSTITUTION (continued)	SEARCH POSITION
Florida International University	Vice President, Human Resources
Florida International University	Director, Libraries & Librarian
Florida State University	Director of the Museum of Fine Arts
Florida State University	English Department Chair
Florida State University	Dean, College of Business
Florida State University	Associate Dean, Research and Learning Services
Florida State University	Dean, Panama City Campus
Florida State University	Dean, College of Social Work
South University	Associate Dean, College of Pharmacy
University of Central Florida	Vice Provost and Dean of Undergraduate Studies
University of Florida	President
University of Florida	Senior Vice President, Administration
University of Florida	President
University of Florida	Provost & Senior Vice President for Academic Affairs
University of Miami	Director, Counseling Center
University of Miami	Executive Director, International Programs and Studies
University of Miami	Counseling Center Director
University of South Florida	President
University of South Florida	Vice President and CEO Lakeland Campus
University of West Florida	President

EXPERIENCE WITH FLORIDA'S SUNSHINE LAW

GA&A is very experienced in conducting searches in states with robust open meeting laws. We have extensive experience in the state of Florida, having facilitated more than sixty sunshine law searches. In addition to the searches we have facilitated at FAMU, we have also facilitated these types of searches for the University of Arkansas, Fayetteville; University of Nebraska Lincoln; and the University of Nebraska Omaha. Given the number of searches that we conduct in sunshine states, we have refined methods that ensure the identification of candidates of the highest quality within a process that is in keeping with the laws of open meetings.

Our Approach

GA&A views executive search a little differently. Our company and services are designed to transcend the traditional “one-size-fits-all” approach. We implement a data-driven methodology, tailored precisely to our client’s specifications and adaptable throughout the entire process. GA&A is renowned for its close collaboration with search committees, guiding targeted search efforts to achieve optimal results. By leveraging our collective expertise and insights, we empower our clients to make informed decisions and achieve their goals effectively and efficiently.

OUR RECRUITMENT STRATEGIES >

Communication & Collaboration with Search Committees

Our proactive and transparent communication allows GA&A to prioritize the needs and objectives of our clients, ensuring that all stakeholders are fully informed and engaged throughout the process. Our search team will work closely with FAMU’s search committees and Hiring Authority, to collectively define the search criteria, evaluate candidates, and select the ideal candidate for each position. Our proactive and collaborative approach to addressing challenges or concerns ensures a smooth and efficient search process, minimizing disruptions, maintaining momentum, and increasing the likelihood of securing the ideal candidates within the desired timeframe.

Strategy to Encourage Candidates

GA&A will actively recruit highly qualified leaders representing diverse backgrounds, experiences, and skillsets that match your expectations for each position. Prospects will be identified by utilizing our established database and searching specific higher education resource pools, contacting our reliable national and international sources, including leaders of professional organizations for nominations; connecting with key players and thought leaders in higher education leadership; and conducting our own original research into the marketplace. Through our focused research and skilled recruiting, we will identify and deliver leaders with the skills, experiences, and qualities that will best position FAMU to advance its mission for many years to come.

Development of a Candidate Matrix

Using the characteristics and qualities outlined in the position profile, we evaluate candidates through resumes, supplementary information, direct conversations with prospects and sources, and preliminary interviews as needed.

Our Approach

Conducting Pre-Screening & Formal Background Checks

GA&A will assist in coordinating optional background checks (i.e., through a third-party provider the Mintz Group) and will conduct reference checks on selected candidates. Our vetting is one of the most important things we do; we often talk to 12-15 people about each candidate. This information is shared orally with the Search Chair and Hiring Authority.

GA&A will use a two-tier media check system on potential candidates.

- **Tier 1:** Before Round 1 interviews, our search team will use Google and Factiva, a news subscription, to check for any negative or potentially concerning press related to the candidates and share any findings with the search committee.
- **Tier 2:** When finalists move forward in the process, at a modest additional charge, we can engage our 3rd party vendor (Mintz Group) to perform a thorough deep dive into any surfaced negative or questionable press, as well as credential and criminal background checks, which is what we refer to as “formal background check”.

Customized Solutions & Personalized Support

By leveraging our deep knowledge of FAMU’s mission and culture, GA&A will recruit candidates who possess the requisite skills and experience. GA&A will conduct check-ins with FAMU throughout the search to ensure we are delivering personalized support and guidance that aligns with your goals and expectations for this search.

Timeline

Final determination on timelines and schedules will be based on the FAMU’s preferences for each position and in consultation with our search team.

Typically, executive searches span between 3-4 months. Factors such as start dates, schedules, and client expectations are integrated during the planning phase to finalize the search timeline.

Work Plan

GA&A will customize each component of the searches conducted. The following work plan provides an overview of the typical milestone phases of a search. Our teams are poised to modify the search work plan as needed to accommodate FAMU's preferences and needs.

WORK PLAN PHASES & DELIVERABLES >

GA&A's branded search process unfolds in six (6) distinct phases, each meticulously crafted to ensure comprehensive candidate assessment and alignment with institutional needs.

- **Phase 1: Planning & Stakeholder Listening Sessions:** Initiate Search; Establish Expectations; Conduct Organizational Needs Analysis; Facilitate Stakeholder Listening Session(s); Collaborate to Gain Consensus on the Position Profile; Finalize Search Process, Format, and Work Plans; and Establish Schedule and Search Budget.
- **Phase 2: Recruiting and Candidate Development:** Conduct Research; Engage in Candidate Discussions; Develop a Viable Candidate Pool; Gather Candidate Information and Discussion Notes; Pre-Qualify Candidates; Process Candidate Materials; Develop Evaluation Tool; and Monitor Market Feedback and Provide Reports.
- **Phase 3: Candidate Evaluation:** Conduct Preliminary Social Media Screening; Facilitate Search Advisory Committee Discussion to Identify Round One Interviewees; Facilitate Interview Process; Collaborate with the Search Committee to Identify Candidates Moving Forward; Conduct 360-Degree Referencing on Candidates Advancing Forward; Provide Initial Referencing Report to the Search Committee (oral); Facilitate Search Committee Discussions to Identify Finalists; and Furnish Referencing Report to Decision-Maker (oral and written) on Finalists.
- **Phase 4: Candidate Selection:** Facilitate Additional Rounds of Interviews; Consult and Collaborate with Decision-makers on Referencing Outcomes, Evaluation of Feedback on Finalists, and Compensation Expectations of Each Finalist; Gain Consensus on Preferred Candidate; Advise and Consult on Contract, Announcement, and Transition Considerations; Support Offer of Employment; and Provide Negotiation Assistance, if desired.

Work Plan

- **Phase 5: Appointment:** Notify Candidates/Individuals Who Applied to the Search of the Final Decision; Collaborate with Client on Development of Announcement Materials and Timing; and Consult and Advise on Transition and Onboarding Strategies, as Requested.
- **Phase 6: New Hire & Client Follow-Up:** Work with Hiring Authority to Support Transition; Offer Executive Coaching Support; and Maintain Continued Relationship with Client and Candidate Once the Search is Completed.

OUR SEARCH RESOURCES

- **Proprietary Database & Contacts**

The completion of over 2,000 searches has resulted in a database filled with national networks that are rich with diverse, highly qualified candidates. We also view each search engagement as an opportunity to do original research to extend and customize our recruitment on behalf of the client.
- **Secure Technology Infrastructure**

GA&A owns its servers and has taken steps to safeguard the integrity of its communications and computing infrastructure, including but not limited to authentication, monitoring, auditing, and encryption. Security measures have been integrated into the design, implementation, and day-to-day practices of the entire operating environment as part of our continuing commitment to risk management.
- **Secure Online Client Portal**

We have always used technology to support both effectiveness and efficiency during the search process. GA&A search teams use a confidential client portal to access and share information such as critical documents and candidate files with our clients (including Search Committees and any other organizational designees).
- **Leadership Assessment Tools**

When requested, GA&A can provide leadership assessment that provides feedback regarding the behaviors and competencies needed for specific leadership positions. Our assessment options provide talent management solutions that support selection, onboarding, development, and team building. See [Value-Added Services on page 25](#) for more information.

Experienced Search Team

TEAM STRUCTURE

We carefully manage the workload of our consultants and research associates, ensuring they can devote their full attention and expertise to each search assignment. Furthermore, success of each search is viewed as a responsibility of the entire firm; GA&A's search professionals provide additional support as needed to the firm's active project roster.

For each position type, a GA&A Vice President of Executive Search or Associate Vice President of Executive Search would serve as Search Manager and will have primary responsibility for the search. Each search will be assigned one or more senior level executive search consultants based on their practice area and discipline experience. Each team will be further supported by a senior research associate to focus on administrative and research support for the search team.

TEAM MEMBER/ROLE	RESPONSIBILITIES
Search Manager	<ul style="list-style-type: none"> ■ The Search Manager will be your primary point of contact, maintaining two-way communication with the Search Committee and the Hiring Authority throughout the search process. He will also furnish milestone reports, master candidate lists, reference reports, and other pertinent information as requested.
Executive Search Consultant	<ul style="list-style-type: none"> ■ The Executive Search Consultant will strategically market and recruit for the position, draft key search documents, present the candidate pool to the committee for review, coordinate and support the interview process, conduct candidate reference checks, and provide essential support to the Search Committee and staff during the final interviews and on-campus visits.
Research Associate	<ul style="list-style-type: none"> ■ The Research Associate will source prospects, process applicant materials, manage the client portal, and perform additional tasks such as placing advertisements.

Search Manager Resumes



Marion Frenche

Associate Vice President of Executive Search and Practice Leader for Diversity, Equity, and Inclusion

Role

Search Manager and Search Consultant

Education

Certificate–Diversity, Equity and Inclusion in HR

Cornell University

SHRM-CP

Society for Human Resource Management

Contact

marionfrenche@greenwoodsearch.com
PH. 850-974-8696

Marion Frenche has worked in executive search since 1998 and has managed searches with three international executive search firms. She joined GA&A as its first team member when the firm was founded by Greenwood and Asher in 2004. In her executive search career, Frenche has completed over 500 searches for executives in higher education, K-12, health care, academic medicine, and information technology. These positions have been in public and private higher education institutions and system offices, K-12 schools and systems, academic health and health care organizations, and nonprofits. She also has considerable search experience serving mission-driven organizations such as associations and foundations and in higher education board development.

Ms. Frenche is recognized by the Staffing Industry Analysts (SIA) as a 2021 “Diversity, Equity & Inclusion Influencer – US and Canada”. This distinction recognizes 50 professionals in the workforce solutions ecosystem throughout North America for their commitment to move the diversity mission forward. Ms. Frenche holds a SHRM-CP (Certified Professional) in Human Resources, a Diversity, Equity, and Inclusion for HR Certificate from Cornell University, and currently serves as the co-chair of the American Council on Higher Education Roundtable of Executive Search Firm.

Search Manager Resumes



Jim Johnsen, Ed.D.

Vice President of Executive Search

Role

Search Manager

Education

Ed.D. Higher Education Mgmt.

University of Pennsylvania

M.A. Political Science

University of Chicago

B.A. Politics

University of California, Santa Cruz

Contact

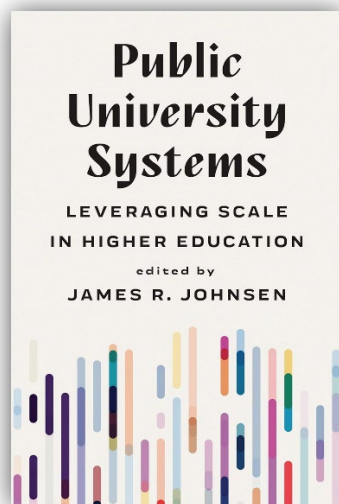
jimjohnsen@greenwoodsearch.com

PH. 850-650-2277

As vice president of executive search, Jim serves GA&A and its clients by developing strong partnerships informed by his distinguished background in, and passion for, leadership in higher education, business, and government. He has successfully led searches to fill a variety of positions, including presidents, chancellors, vice presidents, deans, and other leadership positions in higher education.

Before joining GA&A, Jim served as a senior fellow at the National Association of Higher Education Systems (NASH), commissioner for the Western Interstate Commission on Higher Education, and member of the State Higher Education Executive Officers. Prior to his role at NASH, Jim was president of the University of Alaska system, where he successfully led the 16-campus system through its first systemwide capital campaign, state budget crisis, federal Title IX review, academic program review, COVID response, and state/federal plan to remedy the university's land grant deficit.

In addition to his work with GA&A, Jim serves on the advisory board for the University of Wisconsin-Madison's McPherson Eye Research Institute. He continues to contribute to scholarship as an affiliate faculty member at the University of California, Berkeley and as editor of the volume *Public University Systems: Leveraging Scale in Higher Education* to be published in September 2024 by the Johns Hopkins University Press.



Search Manager Resumes



Jeremy Duff

Vice President of Executive Search

Jeremy Duff brings a wealth of knowledge and experience from leading numerous, high-profile, executive-level searches in the United States and worldwide, across both private and public sectors. His diverse experiences, leadership acumen, and dedication to excellence make him an asset to GA&A and our clients.

Role

Search Manager

Education

B.A. History

Dayton University

Contact

jeremyduff@greenwoodsearch.com
PH. 850-869-9986

Jeremy previously served as Managing Director for the University of Virginia's (UVA) Executive Search Group in the President's Office. He spearheaded executive and leadership searches for various entities within the university, including its 12 schools, the health system, the foundations, and business units. He also played a pivotal role in establishing the UVA's talent recruitment operation, overseeing a team of search consultants, and leading a comprehensive human resources transformation effort, including managing budget allocations and branding initiatives.

Prior to his time at UVA, Jeremy served as a principal at DHR International, one of the world's largest executive search firms, where he managed the Washington, DC office and orchestrated successful global-scale executive searches for C-level positions across diverse industries. His outstanding performance was recognized with the prestigious Outstanding Performer award for six consecutive years.

Earlier in his career, Jeremy was a lobbyist advocating on a broad spectrum of issues and as a member of the United States Presidential Advance team. He has served as President of the Board for Open Arms Housing, a nonprofit dedicated to supporting women experiencing homelessness or psychiatric disabilities/ illnesses.

Search Manager Resumes



Andriel Dees, J.D.

Vice President of Executive Search

Role

Search Manager

Education

Juris Doctorate

William Mitchell College of Law

B.A. English

Hampton University

Contact

andrieldees@greenwoodsearch.com

PH. 850-650-2277

Andriel Dees serves as the Vice President for Executive Search at Greenwood Asher & Associates. She plays a vital leadership role in nationwide executive searches for higher education institutions, offering expert consulting solutions to support selection and onboarding processes, development, and success of educational leaders.

Prior to joining GA&A, Andriel served as Vice Chancellor for Equity and Inclusion for the Minnesota State Colleges and Universities System. Andriel served as the primary advisor to the Chancellor on issues of equity and inclusion and providing leadership on the system's Equity 2030 imperative.

Andriel also served at Capella University as Corporate Director of Diversity and Inclusion, the University of Wisconsin-River Falls as Chief Diversity Officer and Special Assistant to the Chancellor, and Associate Dean for Multicultural Affairs at William Mitchell College of Law.

With a highly collaborative and thoughtful style, she has led multiple strategic efforts in diversity leadership within higher education. She recently served as the Chair for the Equity Action Collaborative for the National Association of Higher Education Systems (NASH). Her strong personal and intellectual commitment to advancing inclusive excellence has made her a transformational leader in higher education.

Adriel is active in her community as an Advisory Board member for the Page Education Foundation, Board Member for Minnesota Diversified Industries (MDI).

Search Manager Resumes



Julie Holley, J.D.

Associate Vice President of Executive Search Practice Leader for Research Institutions

Julie Holley has been an integral member of the Greenwood Asher & Associates team positioning herself well for the role of associate vice president of executive search. She has successfully completed hundreds of searches for GA&A, putting a particular emphasis on identifying and recruiting world-class leaders for presidential searches.

In her work as a search consultant and practice leader, she has conducted searches in the full range of higher education organizations, but particularly focuses on searches at AAU and high extensive research and doctoral institutions. She has a track record of recruiting leaders into positions at the cabinet level, including presidents, provosts, and deans.

Julie also specializes in searches for positions relating to her legal background, including law dean and general counsel positions and other legal-related positions in higher education. She holds a bachelor's degree in political science from American University and a juris doctorate degree from the University of Baltimore.

Role

Search Manager and
Search Consultant

Education

J.D.

University of Baltimore

B.A. Political Science

American University

Contact

julieholley@greenwoodsearch.com
PH. 850-687-5104

Senior Executive Search Consultants

Please visit GA&A's website at www.greenwoodsearch.com to read our Senior Search Consultant/Recruiter resumes or follow the links below.



[E. Ann Bailey](#)



[Shelley Sullivan
Feather](#)



[Maggie Mayes](#)



[Lauren
McCaghren](#)



[Denice Perdue](#)



[Kyle Pybus-
Jerome](#)



[Julie Schrodt](#)



[Joseph Stanley](#)



[Lois Stetson](#)



[Itza Walters](#)

Costs & Fees

GA&A is a retained executive search firm, which means we are dedicated to you as a client, to the success of your search, and to search closure. Our commitment is to continue working with you until you have selected a candidate of choice.

GA&A SERVICE FEES

- **GA&A Professional Fees**

Our professional fee is based on one-third (1/3) of the total first year's estimated cash compensation for the individual employed, or a minimum fee of \$60,000, whichever is higher. Our fees are competitively based and industry standard.

- **GA&A Indirect Expenses**

We charge 12% of the professional fee for indirect expenses. Indirect costs represent the search expenses that are not readily identified with a particular search but are essential for the search to be completed successfully. Costs such as administrative support, contracting, billing, and research are examples of indirect expenses. These expenses are billed over the first three months of service.

CLIENT ELECT/DIRECT EXPENSES

We bill all direct expenses with receipts separately for items such as consultant and candidate travel, job board advertisements, formal background checks, and plagiarism screening. All direct expenses are supported by receipts.

- **Travel and Lodging** (If meetings and/or interviews are held in person)

Most clients' budgets are \$1,500–\$2,000 per person per trip (candidate or consultant). The client will decide how many candidates it wishes to meet (e.g., five versus ten) and should budget accordingly. Travel expenses are actual, without markup, and furnished with receipts.

- **Job Boards / Advertisements**

GA&A does not require advertising for the position, but advertisements are often placed based on the client's request. When requested, we would assist with the placement of advertisements in international, national, and local papers and selected job boards specific to the field.

- **Background Checks**

GA&A often coordinates extensive background checks for our clients beyond the referencing that is completed as part of the professional fee. Depending on the role, background checks may include degree verification, litigation search, driving record search, criminal background checks, and credit reports. In general, the cost for the basic background work is about \$1,100 per candidate depending on the depth of research requested by the client.

SEARCH GUARANTEE

GA&A agrees to make every effort to present you with the best candidates. However, we cannot guarantee the performance of a candidate selected by the client. GA&A agrees that if a person is hired for the position and within one year of employment is terminated for cause by the client for reasons that should have been identified by GA&A during the search assignment, we will conduct a replacement search and will apply the original fee towards such search. Expenses associated with the replacement search are invoiced to the client.

BILLING

We bill professional fees over the first three (3) months of service. Expenses are billed as incurred. Invoices are due and payable upon presentation and will be presented monthly. The first third of the fee will be due upon signing the contract. We offer an electronic payment option in lieu of paper checks, if desired.

MULTI-SEARCH DISCOUNT

We value our client relationships and the potential to facilitate multiple searches. If the searches are conducted simultaneously, a 10% discount will be applied toward the additional search(es) of lesser salary value.

Value-Added Services

GA&A is dedicated to our client's success and to providing unparalleled support and expertise every step of the way. While our core focus remains on executive search and recruitment, we have expanded our offerings to include a range of leadership and strategic services tailored to meet the evolving needs of our clients.

Costs associated with executive coaching and transition support are not included in the proposed fee. The scope and level of coaching and support, as well as other supplemental services desired, would determine the costs of such services.

LEADERSHIP ASSESSMENT >

We understand the importance of continuous growth and development for leaders in the educational sector. That's why we offer comprehensive leadership assessments, which can be seamlessly integrated into the search process or conducted independently. These assessments provide invaluable insights into candidates' strengths and development areas, facilitating informed decision-making and supporting successful onboarding and leadership development initiatives.

EXECUTIVE COACHING >

Our executive coaching services are meticulously crafted to support both senior and emerging leaders on their journey to sustained success. Through personalized coaching partnerships and cutting-edge analytical tools, we empower individuals to improve their leadership skills, continue to grow, and perform at their best. We are deeply committed to helping our clients navigate challenges and transitions with confidence and resilience.

STRATEGIC CONSULTING >

In addition to our leadership services, we offer strategic consulting and planning to help educational leaders and their institutions thrive in a rapidly changing landscape. From facilitating strategic planning processes to conducting comprehensive organizational reviews, we partner with our clients to design tailored solutions that align with their unique vision and goals.

Appendix I: Comprehensive Presidential & Chancellor Search List

INSTITUTION	SEARCH POSITION
Albany College of Pharmacy & Health Sci	President
Albany State University	President
Alcorn State University	President
Alvin Community College	President
American College of Education	President
Anne Arundel Community College	President
Appalachian State University	Chancellor
Auburn University	President
Augustana University	President
Austin Peay State University	President
Baltimore City Community College	President
Bemidji State University	President
Borough of Manhattan Community College	President
Bowie State University (twice)	President
Bryan College of Health Sciences	President
Bucks County Community College (twice)	President
Butler University	President
Cabrini University	President
Cedar Valley College	President
Central State University	President
Century College	President
Chattanooga State Community College (twice)	President
Cheyney University of Pennsylvania	President
Chicago State University	President
Cincinnati State Technical and Community	President
Clarion University of Pennsylvania	President
Coastal Carolina University	President
College of Coastal Georgia	President
Columbus College of Art & Design	President
Columbus State Community College	President
Coppin State University	President
Crafton Hills College	Interim President
Dallas College – North Lake Campus	President

INSTITUTION (continued)	SEARCH POSITION
Dallas County Community College District	Chancellor
Dean College	President
Dean College	Chancellor
Delaware County Community College	President
Dyersburg State Community College	President
East Stroudsburg University	President
East Tennessee State University	President
Eastern Illinois University	President
Eastfield College	President
Edinboro University of Pennsylvania (three times)	President
El Centro College	President
Embry–Riddle Aeronautical University	President
Excelsior College	President
Ferris State University	President, Kendall College of Art and Design
Florida A&M University	President
Florida Atlantic University	President
Florida Board of Governors	Chancellor
Florida Gulf Coast University	President
Florida Gulf Coast University	President
Florida International University	President
Forsyth Technical Community College	President
Gateway Technical College	President
George Mason University	President
George Mason University	President
Hostos Community College	President
Illinois State University	President
Jackson State Community College (twice)	President
James Madison University	President
Kentucky Wesleyan College	President
Kutztown University of Pennsylvania	President
Lansing Community College (twice)	President
Lehigh Carbon Community College	President
LeMoyne–Owen College	President
Lincoln University of Missouri	President
Lock Haven University of Pennsylvania	President

INSTITUTION (continued)	SEARCH POSITION
Louisiana Board of Regents	Commissioner of Higher Education
Mansfield University of Pennsylvania	President
Martin University	President
Massachusetts College of Art and Design	President
Mercy College of Health Sciences	President
Milwaukee Area Technical College	President
Minneapolis Community and Technical College	President
Minnesota State System Office (twice)	Chancellor
Minnesota State University, Mankato	President
Minnesota State University, Moorhead (twice)	President
Mississippi State University	President
Mississippi Valley State University	President
Missouri University of Science & Technology (twice)	Chancellor
Montana State University–Billings	Chancellor
Montgomery College (twice)	President
Montgomery County Community College	President
Moravian University	President
Morris College	President
Motlow State Community College	President
Mountain View College	President
Nashville State Community College	President
Nevada System of Higher Education	Chancellor
New Mexico State University	President
New School of Architecture & Design	President
New York State Education Department, OHE	Commissioner
Norfolk State University	President
North Georgia College & State University (twice)	President
Northeast Higher Education District	President
Northeast State Community College	President
Northeastern Illinois University	President
Northland Community & Technical College	President
Ohio Department of Higher Education	Chancellor
Pennsylvania State System of Higher Education	Chancellor
Pennsylvania Western University	President
Piedmont University	President
Radford University (twice)	President

INSTITUTION (continued)	SEARCH POSITION
Slippery Rock University of Pennsylvania	President
Southeast College HCC	President
Southeastern Louisiana University	President
Southwest Minnesota State University (twice)	President
Southwest Tennessee Community College	President
St. Cloud State University (twice)	President
Stillman College (twice)	President
Suffolk University	President
SUNY Broome	President
Tennessee Board of Regents Office	Chancellor
Tennessee State University	President
Tennessee Technological University	President
Texas International Education Consortium	President
Texas Tech Health Sciences at El Paso	President and Dean
The University of Arizona	President
Trinidad State Junior College	President
University of Arkansas at Fort Smith	Chancellor
University of Arkansas at Little Rock	Chancellor
University of Arkansas at Pine Bluff	Chancellor
University of Arkansas, Fayetteville (twice)	Chancellor
University of Colorado, Colorado Springs	Chancellor
University of Florida	President
University of Houston–Clear Lake	President
University of Houston–Downtown	President
University of Illinois at Chicago	Chancellor & Vice President
University of Illinois Urbana–Champaign	Chancellor
University of Kentucky	President
University of Mary Washington	President
University of Maryland Eastern Shore	President
University of Maryland, College Park	President
University of Massachusetts Central Office	President
University of Massachusetts Dartmouth (twice)	Chancellor
University of Massachusetts Dartmouth	Chancellor
University of Memphis	President
University of Missouri – Kansas City	Chancellor
University of Missouri System	President
University of New Mexico	President

INSTITUTION (continued)	SEARCH POSITION
University of Pikeville	President
University of South Florida	President
University of Southern Mississippi	President
University of Texas at Austin	President
University of Texas Pan American	President
University of Texas System	Chancellor
University of the District of Columbia	President
University of Virginia's College at Wise	Chancellor
University of West Florida	President
University of Wyoming	President
Ventura County Community College District	Chancellor
Virginia Commonwealth University	President
Virginia Community College System	Chancellor
Virginia State University	President
Volunteer State Community College	President
Walters State Community College	President
Washington State University	President
Weber State University	President
West Chester University of Pennsylvania (three times)	President
West Virginia State University (twice)	President
West Virginia University	President
West Virginia University Institute of Technology	Campus President
Western Illinois University	President
Western Washington University (twice)	President
William Paterson University	President
Winona State University (twice)	President

Appendix II: Redacted Quotes from Board Chairs and Presidents

- The entire university family could not be more pleased with the skill and acumen of this firm. Greenwood Asher's collective decades of experience in higher education were evident at every stage of the search. They worked extremely well with the university staff, the search committee, and most importantly, the university trustees charged with selecting the president. The result of their outstanding work and guidance was a nationally visible search, run on time, and without even a single thread of discontent or drama.
- From the very beginning of our search, as we interviewed firms and considered who would be most helpful, the professional aspects of Greenwood/Asher that most attracted our attention were (1) their rich understanding of "the academy" and (2) the calm and lighthearted manner by which they conduct themselves. It would, quite literally, be impossible to find oneself nervous in their presence. With the skill of a master sommelier and the tact and charm of a seasoned diplomat, every representative of this firm disarms and relaxes all of those with whom they meet. Campus representatives were immediately aware that the search would be wisely entrusted into their capable hands.
- Through their strong collective character, affable personalities, and well-reasoned strategic advice, they have aptly counseled and advised more than 500 searches for president or chancellor and at least 500+ searches for other key university posts. Indeed, they have been a great force in higher education and have represented their many clients as well as any search firm we have encountered. I can firmly attest that Jan and Betty and their entire team would serve you quite well.
- Greenwood/Asher coached our administrators and were available to counsel our team when needed. They were always willing, even in a pandemic, to travel when efficacious for the presidential search. This firm is skilled in the delicate interpersonal intricacies of a major search as well as the related areas of employment law, finance, and university relations. Greenwood/Asher communicated with us early and often and in so many ways, they made my job as Board of Trustees Executive Committee Chair considerably easier.
- I firmly attest to Greenwood Asher's outstanding skills, uncommon emotional intelligence, and unquestionable character. I offer my strongest recommendation for their service and am thankful for all they have done for us.

(continued)

- I'm constantly reminded of the important role played by Greenwood Asher and Associates in our selection process. Your knowledge of the University System, your focus on keeping us in line with the Sunshine Law and related Laws, and your depth of knowledge of university leaders across the nation and around the world provided, in my judgment, a strong foundation on which to conduct our successful search.
- During my more than 30 years in higher education, I have never seen a search that was more thorough, more professional, or produced a stronger field of candidates. It is a great testament to your network of connections across the nation, your hard work behind the scenes, your collaboration with a dedicated and thoughtful search advisory committee, and to the world-class drawing power.
- Needless to say, I could not be more pleased with the outcome. Our candidate's achievements and character check every box on our wish list for a new permanent chancellor academic and research excellence, superior leadership, and communication skill, a Big Ten and land-grant background, and an unwavering commitment to integrity, shared Governance and collegiality.
- As I said when we welcomed our new Chancellor to campus, I am still pinching myself that we were able to recruit a leader of his caliber. He is the ideal choice to build our rich legacy of excellence, and we are indebted to you for helping bring him to us.
- The Board of Trustees and Presidential Search Committee express deep gratitude to you and Greenwood Asher & Associates team for the exceptional, expert service you provided in the search for the University's President. The high quality of your contacts among leaders of the nation's AAU and other academic research universities, your experience in public and private presidential searches, the frequent updates you offered for coordination, the thoroughness of your referencing, and the good judgment and advice you shared served the search and our university well and enabled me to focus my efforts most effectively. You became a member of the University's team and worked collaboratively for the success of the search and the best interest of the University.

Thank You

Thank you for considering GA&A for your executive search needs. As a trusted partner, we will listen, learn, and collaborate with you at every step of the search journey. We recognize your institution's success is our success, and we will approach our search partnership with a commitment to understanding your needs and delivering results that surpass your expectations.

I invite you to reach out to me to discover how GA&A can tailor our services to meet your precise needs.

Marion Frenche

Associate Vice President of Executive Search

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[Connect on LinkedIn](#)

Powering Education Creating Partnerships. Elevating Leaders.

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