



# President

## Proposal for Executive Search Services

**October 2024**

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# Table of contents

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**01** Preliminary considerations

---

**02** Your team and relevant experience

---

**03** Our approach

---

**04** About Russell Reynolds Associates

---

**05** Proposed fee structure and references

---

**06** Leadership support: assessment; onboarding and transition; and mentorship





# 01

## Preliminary considerations

# We are uniquely positioned to assist FAMU in finding its next President

## Longstanding education expertise

With over a thousand higher education searches completed, we excel in partnering with colleges and universities to address their leadership needs. Our expertise extends beyond search. We can leverage our advisory teams to mitigate risks associated with leadership transitions, including through mentorship and onboarding programs.

## Working with Minority Serving Institutions

We work extensively with MSIs and understand the possible implications on leadership searches. For example, HBCUs often have a large number of constituents, including devoted faculty and staff and passionate alumni, who are invested in the success and preservation of HBCUs. As such, a diligent and inclusive listening phase is particularly important for a presidential search at an HBCU.

## Presidential search experience

Having conducted 42 university president and chancellor searches over the past decade, both at regionally and nationally ranked public and private institutions, we bring deep presidential search expertise to FAMU. Recent appointments include the presidents at American University, Barnard College, Fisk University, Trinity University, and Rice University.

## Learnings from recent HBCU President search

We have had the privilege of partnering with Fisk University to help identify their recently appointed President, Agenia Clark. Beyond expanding our networks, particularly among HBCUs, we gained insights into the challenges and opportunities of leading an HBCU in our current climate and how these impact the profile of the HBCU President.

## The right team for FAMU

Your team draws on over a decade of combined experience placing senior executives at leading institutions, including in higher education, and bring relevant and diverse networks to FAMU. Your team principal has led or co-led several university president searches in recent years, including American University and Fisk University.

## Relevant partnerships

Throughout the year, we have fostered meaningful partnerships with leading DE&I affinity organizations, such as Corporate Latino Directors Association, Stanford Women on Boards, and RRA's Black Directors Conference. We nurture a number of community partnerships dedicated to improving equity in and outside the workplace.

## Placement highlights



**Agenia Clark**  
President



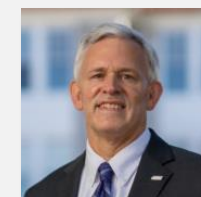
**Laura Rosenbury**  
President



**Reginald DesRoches**  
President



**Tracy Espy**  
President



**Jonathan Alger**  
President



# A look into the background of presidents at HBCUs<sup>1</sup> (1/2)

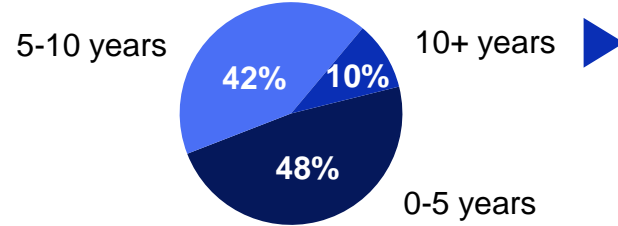
## Tenure

**5**

years is the average tenure, alike leading liberal arts colleges<sup>2</sup>.

**48%**

have been in place for less than 5 years



Compared to leading liberal arts colleges and research universities<sup>3</sup>, HBCUs have fewer presidents in place for over a decade.

## Diversity

**30%**

are women, of which nearly 2/3<sup>rd</sup> were appointed in the last 5 years

**All but one**

identify as Black or African American

## Education

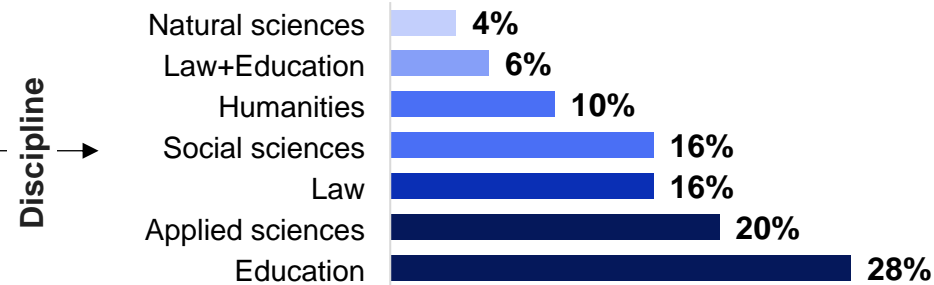
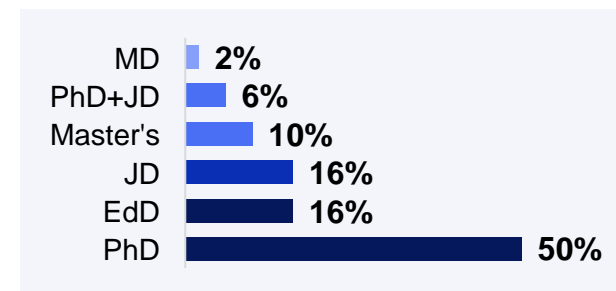
**90%**

hold a doctorate degree and 10% have a master's as their highest degree

Comparatively, 86% of presidents at leading national universities and 84% at leading liberal arts colleges hold a doctorate as their highest degree.

**16%**

are alumni of the institution they lead



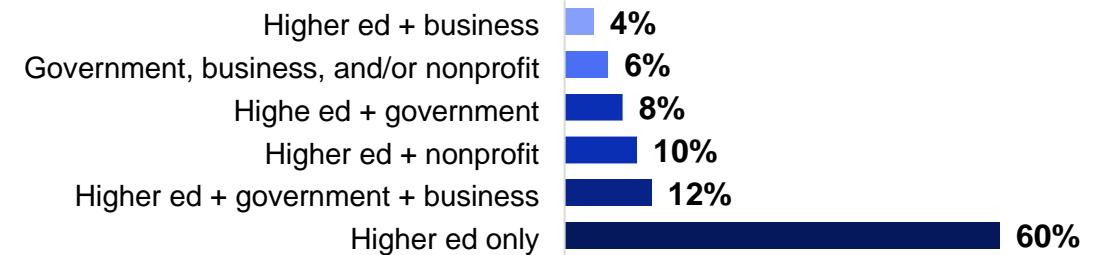
## Overall professional experience

**60%**

spent their entire career in education. Others have a blend of experience in government, nonprofit, and/or business

**All but three**

had prior experience working in higher education



<sup>1</sup>The sample includes 50 of the Top 50 HBCUs as ranked by the 2022-2023 U.S. News & World Report. Howard University, Fisk University, Kentucky State University, and Bethune-Cookman University were excluded as an interim president was in place at the time of the analysis. Our analysis was completed in March 2023.

<sup>2</sup>The sample includes presidents at 49 of the Top 50 National Liberal Arts Colleges as ranked by the 2022-2023 U.S. News & World Report.

<sup>3</sup>The sample includes presidents at 64 of the Top 65 National Universities as ranked by the 2022-2023 U.S. News & World Report.

# A look into the background of presidents at HBCUs<sup>1</sup> (2/2)

## Immediate prior role and organization



### Inside Academia

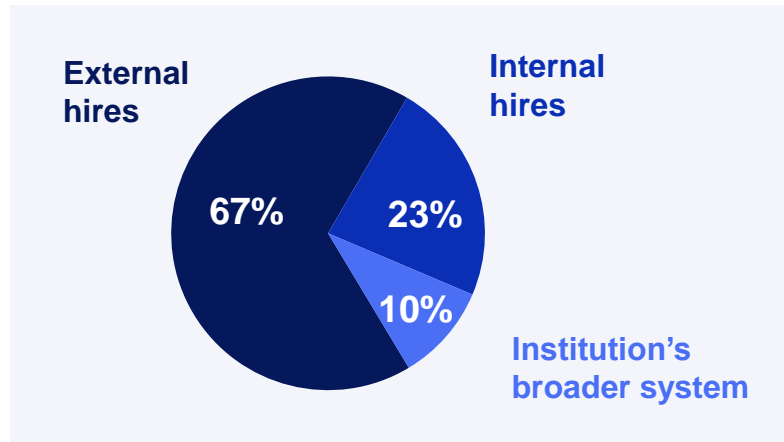
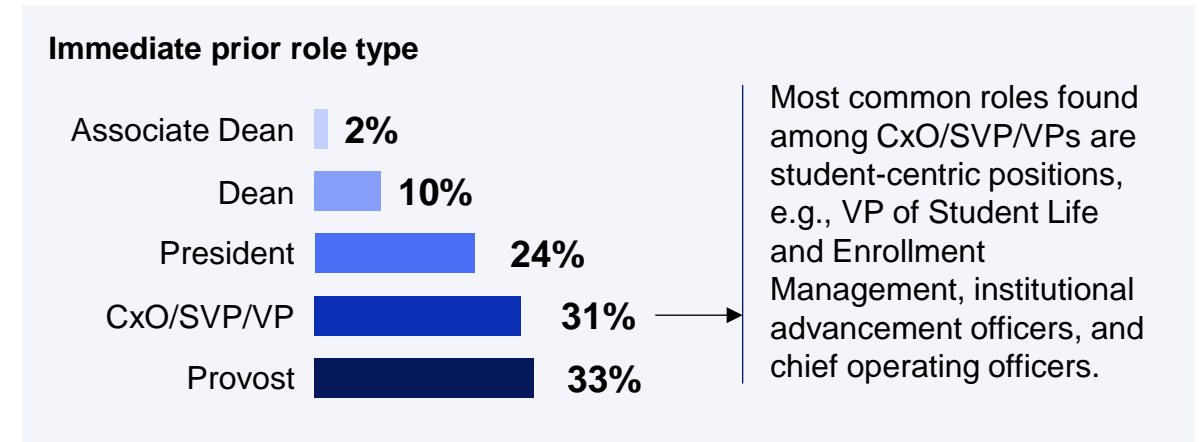
**84%** came from academia

**55%** came from another HBCU

**67%** of those coming from academia were external hires

### Outside Academia

- 3** came from nonprofit organizations focused on education or community development. Two of them had prior experience working in Academia.
- 3** came from corporate organizations. Two of them had prior experience in Government, and one was a former university president.
- 2** were state senators. Both had prior experience working in Academia and both were alumni of the institution they serve.



<sup>1</sup>The sample includes 50 of the Top 50 HBCUs as ranked by the 2022-2023 U.S. News & World Report. Howard University, Fisk University, Kentucky State University, and Bethune-Cookman University were excluded as an interim president was in place at the time of the analysis. Our analysis was completed in March 2023.

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# Anticipating challenges leading a presidential search (1/2)

There are aspects of university president searches that can make them particularly challenging. It is important those are thought through and addressed early on to ensure a smooth process and facilitate a successful outcome.

## Internal pressures

### Committee alignment

### Managing bias

### Getting a complete picture of the candidate

Challenge

President searches necessitate search committees that include representation from many different stakeholder groups, each with its own set of issues and priorities. With such a diverse mix of stakeholders, it is important to align committee members around the sets of experiences, competencies and attributes most desired in the next President.

Every individual has biases, both explicit and implicit. Such biases can find their way into a search process and can unfairly advantage or disadvantage certain types of individuals. Without proper training, search committees are often unequipped to mitigate risks associated with bias, which can lead to a lack of diversity in the candidates who advance in the process.

While technology has enabled searches to be conducted more efficiently and at a faster pace in recent years, it has created a greater distance between parties involved. It has become more challenging for committee members to get a true sense of the candidates, as they may meet in person no more than once or twice. In addition, the best interviewer isn't necessarily the best candidate for the job, and the committee should not rely on interviews alone to determine their lead candidate.

Mitigation

We share the results of our thorough Leadership Needs Assessment with the full committee, highlighting any differences between stakeholder groups. We facilitate a conversation (sometimes with accompanying exercises) to help the committee coalesce around the ideal candidate profile. As part of this exchange, we emphasize that, while each member of the committee represents a particular constituent group, the ultimate goal is to find the best leader for the university as a whole—not the leader who will most appeal to a particular group of stakeholders.

We ensure that the search advisory committee is trained on the topic of managing bias and encourage all members of the committee to hold one another—and us as your search partners—accountable. This may, at times, necessitate some uncomfortable conversations, but in the end, it will produce a pool of semi-finalists and finalists that reflect important differences. Training can be conducted by experts at the institution, by experts at RRA, or by a combination of the two.

As part of RRA's multi-round vetting process, members of the Committee have the opportunity to interact with candidates in three different types of settings, both formal and informal. In addition, through careful sourcing, thorough media scans and rigorous off-list referencing, we make every effort to uncover problematic information in a candidate's background so that there are no surprises down the road. Finally, we can also leverage our proprietary Leadership Span™ psychometric assessment tool to develop a more complete profile of finalists, helping you gain additional insights into their likelihood to succeed at the highest level.

# Anticipating challenges leading a presidential search (2/2)

There are aspects of university president searches that can make them particularly challenging. It is important those are thought through and addressed early on to ensure a smooth process and facilitate a successful outcome.

## External pressures

### Competition for top talent

### Heightened scrutiny

### Plagiarism probes

Challenge

The Great Resignation has not spared academia. With many leaders at leading universities retiring over the past couple years and searches for their successors underway or recently completed, competition for top talent has heightened.

In recent years, it has become clear that those serving as university president must be adept at responding to the increasing demands for accountability and be agile and forward looking when addressing rapidly changing dynamics of teaching and learning, campus life, and board engagement. This is particularly important at high profile institutions where the legislature and donors may have established influence.

As seen in recent news, university presidents have become susceptible to plagiarism probes. Universities must try to preempt potential controversies ahead of their new president's appointment.

Mitigation

Thanks to our vast networks, strong relationships across sectors, and robust candidate development, we are able to build a suitable pool of candidates regardless of market pressures, provided that we are given sufficient time to do so. We also help search committees to think outside the box as they consider potential candidate profiles.

Conducting a thorough stakeholder listening phase will be critical to understanding the dynamics that will shape the next leader's profile as well as to gain buy in from the community. Thoughtful stakeholder involvement and regular public updates throughout the search process will be essential to alleviate concerns and minimize speculations. An in-depth discussion with the search advisory committee around the difficult balance between transparency and confidentiality—and ensuring these principles are also understood by the community—would also be beneficial.

While there is no foolproof solution, there are several measures that can be taken to minimize this risk during the search process. During the off-list referencing process, in addition to speaking with individuals who will comment on the candidate's leadership style and accomplishments, we will attempt to speak with some combination of the following individuals, who can comment on academic integrity and quality:

- Candidate's PhD advisor (if still active)
- Candidate's former postdocs/graduate students
- Experts in the same discipline but outside of the candidate's university

It is also advisable for the university to establish an independent review panel to be initiated as soon as finalists are selected.



# The Board's key role in the transition and onboarding of a new President

The onboarding process provides a vital opportunity to establish the tone and character of the President-Board relationship and must be actively managed by the Board to ensure success.

- The Board and President together must set the leadership agenda, in a **dynamic process that begins with the Board** and gets fleshed out by the President as they come up to speed
- Boards must be **clear about what they value in the existing institution** versus what they are open to changing
  - While the President will be responsible for fleshing out the details and specifics, Boards need to be aligned and **clear about the “guardrails”** within which the President should aim to stay
- Keep day-to-day duties off the new leader's plate at the outset
  - Too many leaders are asked to fight fires from day one, **missing a critical window** to understand and assess the institution, and build strong relationships
- One of the most valuable roles a Board can play in onboarding is to provide guidance for the new President as to **which stakeholders need to be prioritized**, and any personality or political issues that need to be handled sensitively

## Suggested questions for Board and new President to answer together:

- How frequently will the Chair and new President communicate in the first 100 days? First year?
- When will Board meetings occur and who will set the agenda?
- What decisions will the Board participate in versus empower the new President to determine?
- How and when will the new President's performance be formally evaluated?
- How can the Board and new President share informal two-way feedback?



# 02

Your team and  
relevant experience

# Your team co-leads

## Joi Hayes-Scott

Joi Hayes-Scott specializes in conducting leadership searches for higher education institutions. Based in Washington D.C., Joi has a demonstrated track record of effective change management and fostering performance enhancement within leadership teams across the Social Impact and Education Sector at Russell Reynolds Associates. She works with clients to recruit top executive and non-executive talent within higher education, working with institutions of all sizes and geographies.

Joi joined Russell Reynolds Associates from the Education Advisory Board, where she was a Senior Consultant and Strategic Lead. She partnered with HSIs and HBCUs, including Spelman College, Morgan State University, Tennessee State University, and Dillard University, in their student success and retention initiatives and provided training and technical support for academic leaders. Previously, Joi was a Higher Education Analyst for the Huron Consulting Group. She began her career working at Vanderbilt University, in workforce performance.

**Joi led the search for Fisk University's president and co-led the searches for president at American University, Wheaton College, and Mitchell College. Joi also conducted the searches for the Executive Director of the Meharry-Vanderbilt Alliance and the Senior Vice President and Chief Financial Officer and Vice President of Compliance at Clark Atlanta University. Joi is currently co-leading the searches for president at James Madison University and chancellor at Texas A&M University System.**

Joi holds a BS in mechanical engineering from the University of Virginia and an MS in higher education, with honors, from Vanderbilt University.



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# Your team co-leads

## Art Hopkins

He has extensive experience in CTIO, digital, data, CTO roles as well as a personal interest and focus on the changing role of the top tech executive. He has also been a co-leader of the firm's global Diversity and Inclusion Practice.

In addition to recent professional services searches for global executives at leading consulting firms, Art has recently completed CIO and technology executive searches for major players in the consumer, energy, food and tech spaces. Notably, he also recruited the first-ever chief inclusion officer for a well-known e-commerce company as well as the CEO of a national civil and human rights organization, and has been a thought leader on the topic of "belonging" as a key component of a holistic approach to DE&I.

Prior to joining Russell Reynolds Associates, Art was with Atlanta-based Macquarium, an experience design and strategy firm, most recently as CEO and earlier as president. There, he was responsible for leading the transformation of the firm from a regional interactive agency to an industry-leading design firm. Prior to this, he spent ten years with Blackwell Consulting Services as vice president of consulting, where his responsibilities included management of the consulting organization and leadership of key client initiatives. Earlier, he was with William James & Associates as a consultant, building and integrating custom software solutions for financial institutions. Art began his career as Supervisor of Participant Accounting at NBD Trust Co. of Illinois (now Chase Bank).

Art received his BA in finance from the University of Maryland, College Park. He is very active in the community and has a personal interest in matters related to education and workforce development. In addition to serving on the Board of Directors for the Information Technology Senior Management Forum, the only national organization that exists to further the pipeline of Black tech executives, and the Board of Directors of Bain-Capital-backed Rural Sourcing Inc., Art has served on the Executive Board of Directors for the Metro Atlanta Chamber of Commerce, Georgia's Commission for School Board Excellence, Junior Achievement of Georgia, and as the Board Chair of the WEB DuBois Society.



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# Selected presidential and chancellor searches

**100%** of the university and college presidents placed by our teams in the past five years are still in place

**84%** of all university and college presidents placed by our teams in the past decade are still in place

 <b>ADLER UNIVERSITY</b> 2023	 <b>ALBION COLLEGE</b> 2023	 <b>AMERICAN UNIVERSITY</b> WASHINGTON, DC 2024	 <b>The American University in Cairo</b> 2016	 <b>AMERICAN UNIVERSITY OF BEIRUT</b> 2015	 <b>BW BALDWIN WALLACE UNIVERSITY</b> Ongoing	<b>BARNARD</b> 2023	 <b>Beloit College</b> 2023	 <b>BINGHAMTON UNIVERSITY</b> STATE UNIVERSITY OF NEW YORK 2012
 <b>BRADLEY University</b> Ongoing	 <b>Carnegie Mellon University</b> 2018	 <b>THE CATHOLIC UNIVERSITY OF AMERICA</b> 2022	 <b>THE COOPER UNION</b> 2011	 <b>DEPAUW UNIVERSITY</b> 2020	 <b>Fairfield UNIVERSITY</b> 2017	 <b>FISK UNIVERSITY</b> ESTABLISHED 1846 2023	 <b>FURMAN</b> 2024	
 <b>Gettysburg COLLEGE</b> 2019	 <b>GONZAGA UNIVERSITY</b> Ongoing	 <b>HAWAII PACIFIC UNIVERSITY</b> 2017	 <b>JMU JAMES MADISON UNIVERSITY</b> Ongoing	 <b>KENT STATE UNIVERSITY</b> 2019	 <b>M Menlo College</b> 2014	 <b>MIT</b> 2012	 <b>MITCHELL COLLEGE</b> 2020	
 <b>MOUNT ST. MARY'S UNIVERSITY</b> 2023	 <b>RICE</b> 2021	 <b>RIPON COLLEGE</b> 1851 2022	 <b>SWEET BRIAR COLLEGE</b> 2023	 <b>THE TEXAS A&amp;M UNIVERSITY SYSTEM</b> Ongoing	 <b>TEXAS STATE UNIVERSITY</b> 2022	 <b>TRINE UNIVERSITY</b> Ongoing	 <b>TRINITY UNIVERSITY</b> 2022	
 <b>Tulane University</b> 2014	 <b>UNIVERSITY AT ALBANY</b> STATE UNIVERSITY OF NEW YORK 2017	 <b>UB University at Buffalo</b> 2011	 <b>UNIVERSITY OF DELAWARE</b> 2015	 <b>UNIVERSITY OF MIAMI</b> 2015	 <b>UNIVERSITY OF MICHIGAN</b> 2014	 <b>UNIVERSITY OF TEXAS ARLINGTON</b> 2013	 <b>UTD THE UNIVERSITY OF TEXAS AT DALLAS</b> 2019	
 <b>UTEP</b> 2019	 <b>THE UNIVERSITY OF TEXAS PERMIAN BASIN</b> 2017	 <b>UT Tyler</b> THE UNIVERSITY OF TEXAS AT TYLER 2017	 <b>The University of Texas System</b> 2018	 <b>VIRGINIA TECH</b> 2013	 <b>Webster UNIVERSITY</b> 2024	 <b>WENTWORTH INSTITUTE OF TECHNOLOGY</b> 2019	 <b>wheaton college massachusetts</b> 2021	

# Our work with Minority Serving Institutions<sup>1</sup>



**Clark Atlanta University**  
Senior Vice President, Chief Financial Officer; Vice President, Compliance



**Fisk University**  
President



**George Mason University**  
Vice President for Research, Innovation, and Economic Development; 6x deans; 4x additional searches



**Hawai'i Pacific University**  
President



**Johnson & Wales University-Charlotte**  
Provost; Vice President, Student Affairs; 3x deans



**Menlo College**  
President



**Mount St. Mary's University**  
President



**Rutgers University**  
Senior Vice President, Chief Information Officer; 2x Newark campus deans



**Sam Houston State University**  
Vice President, Student Affairs



**St. John's University**  
Vice President for Business Affairs, Chief Financial Officer & Treasurer<sup>2</sup>; Dean, School of Law



**Texas State University**  
President



**UC Davis Health**  
Ambulatory Chief Operating Officer; Chair, Department of Radiology



**Ultimate Medical Academy**  
Chief Operating Officer



**University of Arizona**  
Senior Vice President for Academic Affairs and Provost; 7x deans; 2x senior vice presidents (administrative)



**University of California, Berkeley**  
Associate Vice Chancellor and Chief Financial Officer



**University of California, Irvine**  
Chair, Department of Pediatrics, School of Medicine, and Senior Vice President and Pediatrician-in-Chief for CHOC



**University of Maryland, Baltimore County**  
Dean, School of Engineering and Information Technology



**University of Nevada, Las Vegas**  
Vice President, Research; Executive Director, Black Mountain Institute, College of Liberal Arts



**University of Texas at Arlington**  
Provost and Vice President for Academic Affairs; 6x deans; 4x vice presidents



**University of Texas at Austin**  
Executive Vice President and Provost; 11x deans; 6x additional searches



**University of Texas at El Paso**  
President



**University of Texas MD Anderson Cancer Center**  
3x senior leadership searches



**University of Texas Permian Basin**  
President



**Virginia Commonwealth University**  
Dean, College of Engineering; Dean, School of Social Work\*; Chair, Department of Computer Science, College of Engineering\*



**Virginia Tech**  
President; Executive Vice President and Provost; 2x additional searches

<sup>1</sup>2023-2024 List of Minority Serving Institutions, NASA Minority University Research and Education Project (MUREP)

<sup>2</sup>Ongoing



# 03

## Our approach

# Proposed process

## *To be tailored to FAMU's needs*

### Kick-off and needs assessment

We will discuss with the Committee the merits of conducting a fully confidential search from beginning to end. While we are sensitive to the community's desire to vet finalists, we have found that fully confidential searches allow us to develop the strongest candidate pools.

- Once a timeline is agreed upon by the Search Committee, we begin our search process with our **Leadership Needs Assessment**. The phase includes meetings with members of the Search Committee and other key constituents and stakeholders.
- These conversations add to our understanding of the institution, its culture, organizational climate, future objectives, competitive backdrop, and the **Key Success Factors** needed to lead the institution forward.
- The findings from these in-depth discussions are reflected in the **Position Specification**, which serves as the primary marketing document for the search and outlines the priorities for the next president and the key qualities sought. The document will serve as the guidepost during all remaining steps in the search, including the candidate development strategy, interviews, candidate evaluations, and references.

### Candidate development

<b>Research</b>	Our extensive networks allow us to reach every faction of the higher education, advocacy, philanthropic, academic, nonprofit, public, and private sectors. Our team uses sourcing, results from relevant searches, and original research to identify prospective candidates.
<b>Outreach</b>	We reach out to sources of candidate ideas and prospective candidates in a targeted and proactive manner to recruit a strong and diverse pool of accomplished leaders, including those who may not be thinking about their next opportunity.
<b>Recruiting</b>	Our team conducts interviews of candidates, focused on your needs as specified in the position specification. We also focus on the prospect's depth of knowledge, impact on academia, commitment to diversity, equity, and inclusion, personal characteristics, and reputation. We take a high-touch approach to candidate care, including timely updates and a clear understanding of the timeline.
<b>Updates</b>	We keep the Search Committee informed of progress through our secure online portal, periodic meetings, and calls with the search chair. Halfway through the recruiting phase of the search, we meet with the committee to discuss candidates to date for purposes of calibration.
<b>Communication</b>	We assist in your communication regarding the progress of the search, including advising on the development of a webpage to provide updates to the university community.



# Proposed process (*continued*)

## *To be tailored to FAMU's needs*

### Candidate interviews, and references

#### Selection Meeting

At the end of the recruitment phase of the search, we facilitate a discussion of qualified candidates, describing the strengths and opportunity areas of each candidate. Committee decides which candidates to invite to first-round interviews. Prior to this meeting, we will conduct a thorough media scan on each individual. We make every effort to uncover any problematic information that may exist so there are no surprises down the road.

#### Candidate Interviews

We prepare the Committee for interview sessions by drafting interview questions based on the priorities outlined in the president position specification.

#### Further Candidate Assessment

Once finalists are selected, references are conducted by us and/or with the involvement of the Committee. Notes are compiled into **Reference Reports** for the Search Committee's review. In the final phase of the search, we expand our reference checks to include off-list references. This off-list referencing process proves to be immensely valuable at uncovering candidate shortcomings. We can also offer additional in-depth leadership assessments for finalists, for an additional fee.

### Final phase and onboarding

#### Compensation & Negotiation

We can work with you on the structure of an appropriate compensation package to attract the finalist. In some instances, we serve as an intermediary to resolve differences in order to complete a win/win negotiation, depending on how much involvement you would like us to have.

#### Announcement

We assist the organization in developing a strategy for announcing the candidate's appointment and orchestrating the candidate's successful transition into the role.

#### Onboarding

We have a dedicated advisory team offering a range of services to support the transition and onboarding of new leaders, to be customized and priced appropriately. Services include the development of an assessment-based onboarding action plan, along with implementation support consisting of regular advisory sessions to assess progress.

#### Follow Up

Although the recruiting process is complete when an offer is accepted, we regularly contact and work with the successful candidate and the organization to assist in an effective and efficient transition. This is particularly important in the first year of the new leader's tenure.

# Proposed timeline

## *For discussion purposes*

Phase	Action	Equity Practices	Timing
1  Kick-off and needs assessment	<ul style="list-style-type: none"> <li>FAMU makes public announcement regarding the hiring of RRA</li> </ul>	<ul style="list-style-type: none"> <li>Assemble search committee and stakeholders with diverse perspectives</li> <li>Refine and de-bias language in the position specification and requirements to attract talent</li> <li>Identify higher ed diversity sourcing organizations</li> </ul>	Week 1
	<ul style="list-style-type: none"> <li>Kickoff meeting with Search Committee</li> <li>Leadership Needs assessment process, including meetings with key stakeholders and solicitation input from Board, alumni, students, faculty, and staff via online survey</li> </ul>		Weeks 2-4
	<ul style="list-style-type: none"> <li>Development of Position Specification and other materials, as needed - first draft completed</li> </ul>		Week 5
	<ul style="list-style-type: none"> <li>Position Specification and other materials finalized</li> </ul>		Week 6
2  Candidate development	<ul style="list-style-type: none"> <li>Solicit nominations from Trustees, faculty, alumni, staff, and students</li> </ul>	<ul style="list-style-type: none"> <li>Screen for organizational values vs. culture fit</li> <li>Assess candidates using competency-based interviewing</li> <li>Offer ongoing calibration guidance in finalist candidate evaluations</li> </ul>	Week 6
	<ul style="list-style-type: none"> <li>Advertisements posted online; Sourcing and informal referencing; Prospect identification; RRA conversations with prospects</li> <li>Regular status calls</li> </ul>		Weeks 7-14
3  Candidate assessment, interviews & referencing	<ul style="list-style-type: none"> <li>Selection Meeting: Search Committee identifies candidates for First-Round Interviews</li> <li>RRA available to help facilitate the meeting and brief Search Committee on our assessments of candidates</li> </ul>	<ul style="list-style-type: none"> <li>Screen for organizational values vs. culture fit</li> <li>Assess candidates using competency-based interviewing</li> <li>Offer ongoing calibration guidance in finalist candidate evaluations</li> </ul>	Week 16
	<ul style="list-style-type: none"> <li>RRA conducts media scans on those selected for First-Round Interviews</li> </ul>		Week 17
	<ul style="list-style-type: none"> <li>Search Committee conducts First-Round Interviews with RRA support</li> <li>Search Committee develops shortlist of semi-finalists</li> </ul>		Week 18
	<ul style="list-style-type: none"> <li>Semi-finalist referencing</li> <li>RRA verifies academic degrees of semi-finalists</li> </ul>		Weeks 19-20
	<ul style="list-style-type: none"> <li>Second-Round Interviews are conducted for semi-finalists</li> </ul>		Week 20
	<ul style="list-style-type: none"> <li>Third-Round Interviews: Dinners with finalists</li> <li>Further referencing</li> </ul>		Week 22
4  Final phase	<ul style="list-style-type: none"> <li>Preferred candidate selected</li> <li>Board of Trustees votes</li> <li>Offer made, negotiation and acceptance</li> </ul>	<ul style="list-style-type: none"> <li>Identify diverse and inclusive welcome committee</li> <li>Introduce candidate to relevant resources</li> </ul>	Weeks 23-24
	<ul style="list-style-type: none"> <li>Search completes</li> </ul>		Week 24

# A deeper dive into our Leadership Needs Assessment process

Our inclusive Needs Assessment process facilitates stakeholder alignment around the context, strategy and scope of the search, ensuring that diverse perspectives are heard as the organization prioritizes what is needed in the next leader.

## Objectives



**Align stakeholder priorities via an inclusive process**



**Gain buy-in to search process across organization**



**Refine presidential profile to reflect organizational priorities**

### Kick off

- Process begins with conversations with the Search Committee to understand the current organizational context and align on the range of other stakeholders who should provide input.
- Kick-off conversations surface potential points of contention and themes to explore further with stakeholders.

### Stakeholder input

- We can engage stakeholders via a variety of channels in order to collect diverse perspectives on what makes the university unique, critical leadership needs, strategic priorities and any other topics which might impact the search.
- We provide suggestions on specific stakeholders to involve and finalize the list in partnership with the Search Committee. This typically includes Search Committee members, Board members, direct reports to the President, deans, faculty, staff, students, alumni, parents and members of the Harrisonburg community.
- We tailor our approach depending on the organization and stakeholder group, but may leverage face-to-face interviews, video conferences, online surveys and townhalls to collect input.

### Alignment

- The process concludes with an in-person alignment meeting with the Search Committee to share initial feedback and themes from stakeholders' conversations.
- The meeting helps to organize next steps in the process, ensuring that the Search Committee is marching to one beat as we embark on the start of the search together.
- This consistent understanding informs the presidential profile, our recruitment efforts, our assessment of candidates, and how we advise the committee on conducting future candidate interviews.

# Our outreach approach

## Targeted Research

Our research team conducts desktop research to ensure a broad candidate pool. We are one of the first major search firms to develop an extensive partnership with LinkedIn (900+ million names on their database), which complements the extensive information on our database with live data.

## Strategic Sourcing

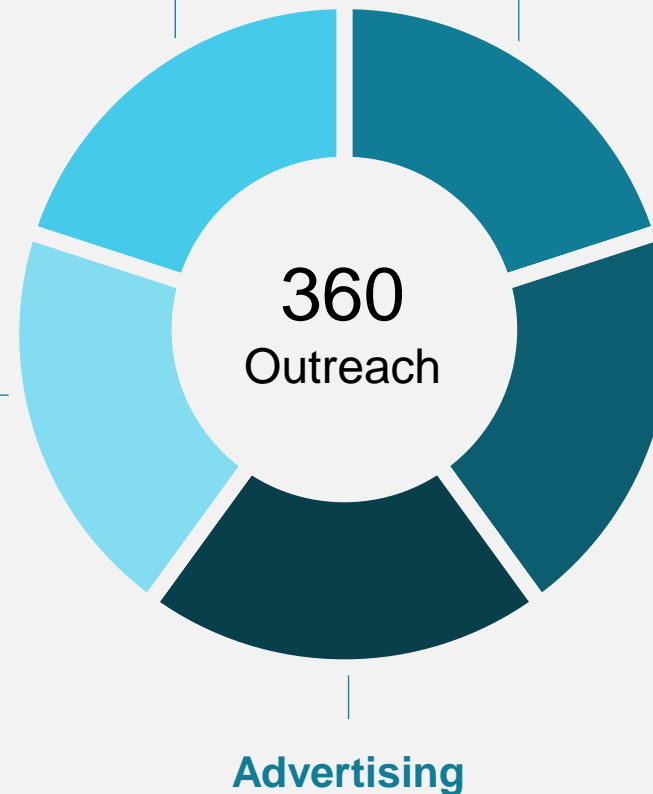
By discussing a position specification with well-informed sources – including our past and current clients, whom we regularly call upon for market intelligence – we identify candidates in addition to those identified by the response to any advertisement and by our internal research.

## RRA's Networks

We leverage our global, cross-industry networks to identify sources and potential candidates. Our networks are extensive and have been cultivated over many years: our global database has more than 3 million entries and our 520+ consultants are constantly in the market talking to potential candidates.

## Key Stakeholder Consultations

We engage with relevant stakeholders and discuss the role specification with them in order to receive advice and input on prospective candidates and obtain additional referral sources.



If desired, we can manage posting advertisements for the role, and agree with you on the relevant locations in which it should appear. We have well developed systems for receiving, assessing and responding to applications.

# Potential search strategy – *for discussion*

There are several broad and overlapping areas from which we may find qualified candidates and sources of ideas, each with their own trade-offs relative to this position. Based on our experience, we anticipate the fields in which to find viable candidates for the FAMU President role may include these market segments. Some candidates may come from areas not included in this list and others may have experiences in multiple areas.



# Our assessment approach

Our rigorous approach to candidate assessment helps ensure candidate fit and cultural alignment, as well as mitigate any potential risks. No candidate is presented to you without RRA analysis validated by market feedback and soft referencing.

## 01

### Market Intelligence

**Gathering and sharing market intelligence throughout the search**

The combination of a robust methodology and expert leadership consultants with deep connectivity and trusted relationships in the market enables RRA to deliver insights on candidates early and often.

## 02

### Competency-based interviewing

**Tailored interviewing of candidates reflecting client needs**

To assess candidates' suitability for the role, we use a competency-based interviewing approach and assess candidates against the criteria we agreed upon with the organization at the outset.

## 03

### Soft Referencing

**Proactive soft referencing before the candidates are put in front of the committee**

As interested prospect emerge, RRA actively conducts soft referencing to validate our analysis before any individuals are presented to the Committee, and throughout the process moving forward.

## 04

### 360 Referencing

**In depth 360 reference checking, on and off list, of serious candidates**

360 referencing on serious candidates provides nuanced data regarding how leadership styles manifest themselves on a day-to-day basis, validating specific experience, impact, leadership style, etc.

## 05

### Background checks

**Identifying potential areas of concerns in finalists' background**

Our in-house research team conducts research to discover any potential "red flags" concerning candidates. If desired, we can facilitate professional "media scans" for semi-finalist candidates and full executive background checks for clients on the finalist candidate through a firm that specializes in such investigative services.

# RRA's competency model: Leadership Span™

## What is the tool?

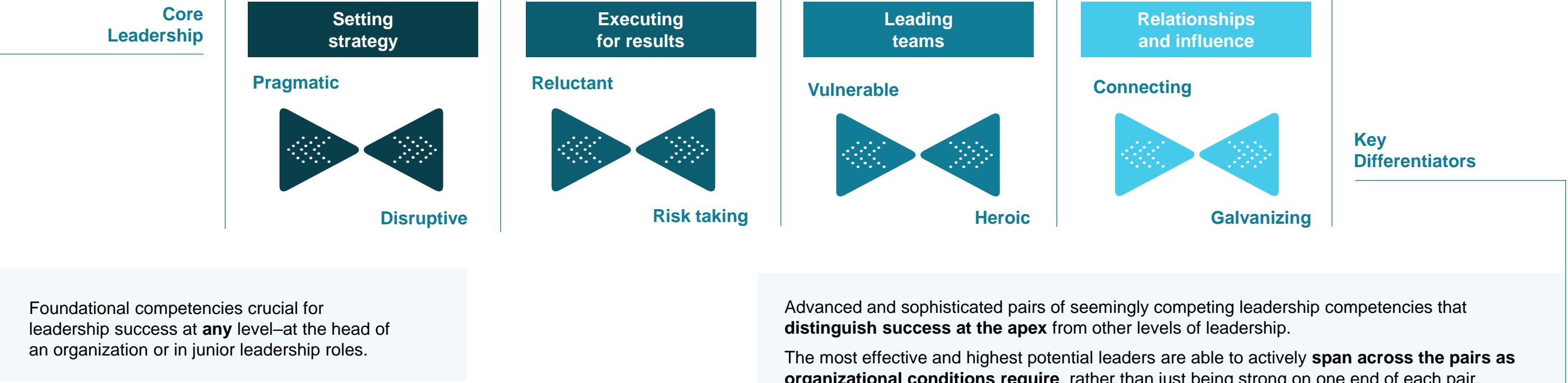
Developed in partnership with Hogan Assessment Systems for exclusive use for Russell Reynolds clients, the **tool predicts senior leadership success** using RRA's competency model, **benchmarked against millions of records across 30 years of data.**

## What does it do?

Specifically designed to assess executives against RRA's competency model for leadership advisory and search projects. This model **addresses talent issues of senior leadership readiness, potential, succession, and durability.**

## To be leveraged with...

The assessment is intended to be used in conjunction with other sources of relevant information about the executive and is **NOT** intended to be a standalone input for talent decisions—particularly in-depth interviews.





# 04

## About Russell Reynolds Associates



# Russell Reynolds Associates

Founded in 1969, **Russell Reynolds Associates (“RRA”)** quickly became a predominant international leader in the executive recruitment field. Today, RRA has evolved to become a global leadership advisory and search firm. We help our clients build teams of transformational leaders who can meet today’s challenges and anticipate the digital, economic and political trends that are reshaping the world.

## Industry Expertise

- Business and Professional Services
- Consumer
- **Education**
- Energy and Natural Resources
- Financial Services
- Healthcare
- Industrials
- Social Impact
- Private Equity
- Technology

## Functional Expertise

- Boards of Directors
- **Chief Executive Officers/ Presidents/Executive Directors**
- Corporate Affairs Officers
- Data and Analytics Leadership
- Digital Leadership
- Financial Officers
- Human Resources Officers
- Legal, Regulatory and Compliance Officers
- Marketing Officers
- Operations & Supply Chain Officers
- Risk Officers
- Technology Officers

## Leadership Services

- Assessment
- Board & CEO Advisory
- Culture Advisory
- Digital
- DE&I Consulting
- **Executive Search**
- Family Business
- Leadership Transformation
  - Large Cap
  - Private Equity
  - M&A
- Succession Planning

**We bring a diverse team**

**47** offices around the world, **including 13 offices in the US**, 1,300 staff members, and provide the advantage of global perspective and local context

**We uncover relevance**

**6,600** engagements annually enable us to see critical patterns and help you stay ahead of what is next

**We challenge with purpose**

**Private company** that is not swayed by investor or shareholder opinions

**We unlock your best**

**First premiere executive search firm** to create a social impact practice

# Our education practice

Having conducted over a thousand education assignments, we have an unparalleled ability to partner with leading academic institutions to recruit top talent across a range of functions. Over the past five years, our higher education team has completed more than 380 assignments in the US alone at private and public institutions, in equal measure, including 228 at research-intensive institutions (R1s and R2s.)

## Global reach

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Our team benefits from both the **global reach** of our firm across 47 offices worldwide and **deep local networks** across the spectrum of education institutions. This dual perspective enables us to source the right candidate for your organization, whether from around the world or right next door.

## Expertise

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RRA's expertise spans **all facets of education**, from K-12, to higher education, digital education/edtech and education reform. Our team of experts draws on decades of combined experience working in—and for—leading education institutions.

## Diversity, Equity, and Inclusion

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We partner with clients to attract and hire the best candidates, using highly targeted and strategic outreach to ensure that our candidate pools and finalist pools are diverse in every way.

## Thought leadership

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RRA understands the **latest trends** shaping education and shares the insights gained from our work through **regular thought pieces** such as “The Emergence of the Chief Diversity Officer in Higher Education.”

## Cross-over capabilities

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Consistent with current trends in the field, we have a strong track record of recruiting **nontraditional candidates from other sectors** into senior roles in education. RRA excels at identifying potential crossovers and sharing them across sectors.

## Functional breadth

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Our work encompasses senior executive searches, board of director searches, and assessments of entire leadership teams. We perform **academic searches** (e.g., President, Head of School, Provost, Dean), **functional searches** (e.g., CIO, CFO, GC, CHRO), and **innovation-related searches** (online learning, economic development, partnerships).

# We strive to bring DE&I to our work



## Deep global expertise

- We have a **diverse team of consultants across sectors, regions and functions** focused on DE&I search and consulting services.
- We **pair industry sector experts with DE&I experts** to provide our clients with a consultative approach to every assignment.



## Authentic partnerships

- We have **meaningful partnerships with leading DE&I affinity organizations**, such as Corporate Latino Directors Association, Stanford Women on Boards, and RRA's Black Directors Conference.
- **We track diverse talent** and are well connected to high-potential diverse individuals.



## Equitable search practices

- **We help formulate equitable selection and recruitment methods** that get at core competencies, rather than affirming biases.
- **We track diversity metrics** across our search work and ensure no stone goes unturned in creating an inclusive slate for our clients.
- Our **partnership with Hogan** adds further rigor and standardization to our assessment process to ensure candidates are evaluated fairly.



## Functional DE&I expertise

- We advise clients on **hiring Chief Diversity & Inclusion Officers** and how to position them for success by setting up an operating model for the function.
- Our annual DE&I surveys give us a **data-driven view** of the responsibilities and experiences of Chief Diversity & Inclusion Officers.



## Proprietary DE&I advisory services

- Our **dedicated DE&I Advisory team** helps clients build diverse workforces, inclusive cultures, and equitable processes, practices, and procedures.
- Our **proprietary Inclusive Leader model** offers a developmentally-focused assessment of a leader's approach and behaviors toward fostering an inclusive work environment.
- Our **proprietary Inclusion Index** measures indicators of an organization's inclusive culture and identifies strategic priorities to close gaps.



## Thought leadership

- Our annual DE&I surveys provide a data-driven understanding of the barriers and enablers to DE&I across sectors.
- We engage with Chief Diversity Officers via **proprietary thought leadership**, as recognized by Time Magazine, The Economist, Fortune, Forbes, Bloomberg, The Wall Street Journal, The Harvard Law School Forum, The New York Times and other prominent media outlets.



## A diverse and inclusive firm

- Diversity is part of our leadership fabric – **33% of our ExCo and 34% of our MDs are women.**
- We have an **internal team focused on our own DE&I strategy.**
- Our whole firm undergoes **unconscious bias training.**

# Example of placements reflecting our commitment to building diverse candidate pools

## BARNARD



**Laura Rosenbury**  
President



**Farnam Jahanian**  
President



**Sebastián Royo**  
Executive Vice President and Provost



**Vishal Gaur**  
Dean, SC Johnson Graduate School of Management



**Lori S. White**  
President



**Sandra Wong**  
Dean, School of Medicine



**Kaye Husbands Fealing**  
Dean, Ivan Allen College of Liberal Arts



**Reginald Alston**  
Dean, School of Health Professions and Human Services



**Alena Allen**  
Dean, Paul M. Hebert Law Center



**Reginald DesRoches**  
President



**Carol H. Kim**  
Provost and Senior Vice President for Academic Affairs



**Havidán Rodríguez**  
President



**Satish K. Tripathi**  
President



**Levi T. Thompson**  
Dean, College of Engineering



**Julio Frenk**  
President



**James Martin II**  
U.S. Steel Dean of Engineering (Now Vice Chancellor, STEM Research and Innovation)



**Sophia Maggelakis**  
Executive Vice President and Provost



**Benjamin A. Spencer**  
Dean, Law School

# Our differentiators



## **Best team approach**

We have assembled a team with the right expertise and market knowledge to ensure a successful outcome. Just as importantly, the team you see is the team that delivers the work; we do not hand off work to less-experienced associates.



## **Commitment to diversity, inclusion and equitable search practices**

More than half of our successful candidates over the past five years have been women and/or people of color.



## **Client feedback**

Client feedback is central to all that we do. At the conclusion of every search, a retired partner conducts a client feedback survey with each client. As a firm, we earn consistently high client feedback scores (a firm average of 9.1 on a 10-point scale). The Higher Education Practice earns average client feedback scores of 9.3/10.



## **Global and local networks**

With 47 offices around the world, we have global reach and deep local networks with expertise and contacts across all sectors for comprehensive sourcing and referencing.



## **Candidate care**

We ensure that candidates receive consistent communication that clearly outlines process and timeline and stay informed throughout.



## **Concierge-level service**

We have a track record of providing clients with white glove service and are regularly recognized for exceptional responsiveness and quality. As a result, 70% of our business comes from repeat clients.



## **Assessment, transition, and onboarding expertise**

We have a large and dedicated team of professionals specializing in leadership assessment, onboarding and other advisory and coaching services that we can leverage at any time.



# 05

## Proposed fee structure

# Fee structure and guarantee

Our goal is to provide the best value proposition for your financial investment in this process. We can be flexible in creating a fee arrangement that addresses your preferences.

## Standard engagement terms summary

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- 1** A fee equal to one-third of the hired candidate's total estimated first-year compensation, including base salary, projected bonus, signing bonus, and any other compensation attributable to the candidate's first year of employment.
- 2** The client pays an estimate of the fee in the form of a Retainer. The Retainer is paid in three installments over a three-month period, credited against the final fee.
- 3** An administrative charge of \$9,900, which covers search-related expenses difficult to allocate to individual searches.
- 4** Advertising costs, travel expenses, and other expenses are passed through at cost.
- 5** If a successful candidate is terminated for cause or resigns (other than due to death, disability, change in position responsibilities, compensation or any other internal change) within 12 months from the date of hire, then RRA will conduct a search for up to six months to find a replacement candidate.



# 06

## Leadership support

Assessment; Onboarding and  
Transition; and Mentorship





Our development-focused assessment delivers actionable insights

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### Rigorous and robust methodology

- Multi-method assessment approach, combining industry leading psychometrics, competency-based interviews and 360-degree feedback
- Unmatched access to data, and psychometric resources through our partnership with Hogan Assessment Systems

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### Objective and future-focused President benchmarked data

- Assessments deliver an objective evaluation of background, experience, leadership capability, agility, and potential for a President

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### Delivered by industry experts and business psychologists

- Assessments are delivered through a combined team that includes:
  - Consultants with deep sector and industry expertise
  - Psychologists with deep leadership and behavioral expertise

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### Actionable development recommendations

- Grounded in your context and focused on questions you need answered
- Comprehensive development reports shared in individual debrief sessions, which serve as the foundation for accelerated development planning
- Dual advisors to drive clear goals and actions with coaching support to enable sustainable change

# The value of strategic transition and onboarding

We believe a thoughtful process to manage Presidential transition and onboarding can provide benefits for the new leader, the board, members of management and the entire organization

## 01

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### Benefits for the New President

- Positions the new leader for short- and long-term success
- Provides the leader with an organized framework of significant issues to focus on, including inputs from key constituencies and a roadmap of where to begin
- Creates a platform from which to understand culture, operations, and organizational opportunities
- Lowers stress and likelihood of “organ rejection”

## 02

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### Benefits for the Organization

- Accelerates performance early on
- Provides opportunity for greater alignment around organizational culture and talent strategy
- Reduces organizational anxiety by sending signals of proactive and thoughtful management
- Provides signs of stability during periods of stressful change
- Generates an executive success profile that can be used in an ongoing manner to assess new talent, bench current talent, and guide broader talent initiatives

## 03

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### Benefits for Senior Management

- Engages key members of the Management team around supporting the new executive
- Raises important issues to address early, enabling the top team to develop a meaningful and collaborative working relationship with the new leader
- Creates a structured plan that allows for the identification of early successes and potential issues to address with new leaders

# Transition and onboarding planning timeline

*For discussion (to be drafted in collaboration with the Board)*

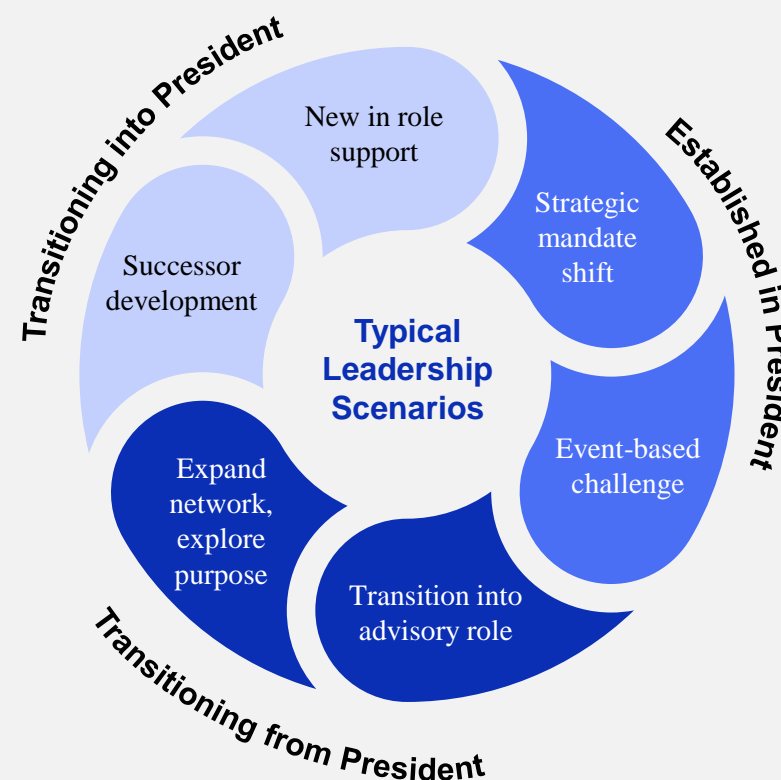
2025	2025					
March - June	July	August	September	October	November	December
<b>Phase 1:</b> <i>Announcement to Start Date</i>	<b>Phase 2:</b> <i>First 90 Days</i>			<b>Phase 3:</b> <i>Continue Momentum</i>		
Board members review and refine draft transition plan	New President's official start date			Focus on University structure and processes		
Initial engagement with Board members	Learning the University – taking the time to truly understand the University and context. Strategic plan review, refinement, and confirmation.			Focus on engaging key stakeholders, especially faculty and Board		
Plan for meetings with key internal stakeholders	Organizational design and review of senior staff effectiveness			Continued implementation of transition plan		
	Continuing engagement with Board members			Continued engagement with Board members		
Begin knowledge transfer and coaching	Knowledge transfer with students, faculty and staff; coaching and learning the University, its traditions and its culture					
	Schedule meetings with alumnae and external stakeholders					
Plan for meetings with key external stakeholders						

# RRA Mentor: Accelerating presidential performance, purpose and impact

**Incorporating mentors across a range of presidential leadership scenarios reduces derailment risks--and accelerates performance, purpose and impact**

## Mentors

- Mentors are trusted, independent advisors who provide practical, execution-focused advice based their own professional experience
- Our programs focus on the leadership and execution skills demanded for success
- We would welcome a discussion around the specifics of mentoring university presidents, as well as ideas of mentors.



## Structure

**Leadership development is at the core of our program. Our Mentors follow a structured program which:**

- Identifies specific development objectives for the executive
- Pinpoints where a mentor can uniquely accelerate growth
- Outlines development needs and outcomes
- Ensures mentees engage in open, transparent, focused, challenging, constructive conversations in a secure, privileged, confidential space

## Specificity

**RRA Mentor expert matching is based on role and the organization's unique context.** We recommend specific mentors that bring the unique skills and experiences relevant to support the executive's performance.

## Global Reach

We have the ability to access the most prominent and relevant global leaders as mentors.