



Florida A&M University President

PRESENTED IN OCTOBER 2024 BY:

Christopher D. Lee, Managing Director
Euris E. Belle, Managing Director

Thank you for inviting Storbeck Search to submit our credentials to Florida A&M University (FAMU) to assist in your search for a new President. Our mission is “Cultivating New Leadership for a Changing World.” We are honored to be considered as your source for new leadership, and we appreciate this opportunity to provide additional details about who we are and how we work.

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The Challenge

Located on a beautiful campus in Tallahassee, Florida Agricultural and Mechanical University (FAMU) has established itself as a selective, historically Black university that provides access to a high-quality, affordable education. Founded in 1887, the University enrolls nearly 10,000 undergraduate and graduate students across a comprehensive array of outstanding programs and inspires the pride of alumni around the world. FAMU is the highest-ranked public HBCU in the *U.S. News & World Report* rankings, and the University is also ranked as the number 1 HBCU for research and development by the National Science Foundation. With the search for its next President, the University seeks a leader of extraordinary ability, exceptional judgment, and care and thoughtfulness who will guide this historic and vital institution to a new level of educational and research impact, national and international standing, and financial and operational strength.

Florida A&M University is also embracing its challenges. The University's 2022-2027 strategic plan, *Boldy Striking*, requires a President with the energy, skills of persuasion, and powers of advocacy to inspire significant new levels of philanthropy. It is imperative for the new President to build upon the plan's five strategic priorities of student success, academic excellence, leverage the brand, long-term fiscal health and sustainability, and organizational effectiveness and transformation. Meanwhile, the growing complexities that higher education faces – including the present moment of economic uncertainty, public concern about the purpose of education, and the pace at which campus issues often now become national debates – place a premium on leadership that combines strategic management, long-term vision and a sense of urgency, and special abilities as a communicator.

Now, more than ever, the skills that define successful leadership in higher education are changing. Today, Storbeck Search is at the forefront of helping our clients define the “new normal” while addressing both new and legacy issues. We understand that the next President of FAMU needs to be an experienced and engaging leader who will build new bonds of community among faculty, staff, and students – a leader who will help guide the University through the trials of the future.

Excited by this challenge, deeply invested in the mission of higher education, and with extensive experience partnering with both public research universities and HBCUs nationwide, Storbeck Search stands ready to support you in securing a leader ideally suited to your goals and needs at this time.

Firm Overview

Cultivating New Leadership for a Changing World

Our deep relationships with our clients remind us daily of the value of exceptional leadership in institutions that are vitally important to our communities, our society, and the future. We believe in the transformative power of education and the nonprofit sectors.

What Will We Bring to Your Search?

Our clients return to us again and again because their success is our priority. They know we will deliver:

- **Integrity** in representing the needs of our clients in a vigorous and diligent manner, while treating all candidates with dignity, fairness, and honesty;
- The **national reputation and connections** that open doors to candidates of outstanding ability and potential from all backgrounds;
- A search process that centers **equity, inclusion, and sustainability** on behalf of our clients and our candidates in recognition of important cultural, political, and historical contexts; and
- The **insight** and **logistical dexterity** that come from decades of search experience and hundreds of completed searches for universities, colleges, and university systems.

Commitment to Equity and Inclusion

Our colleges, universities, schools, and nonprofit organizations are poised to solve some of our country's most challenging problems; we share our clients' belief that finding new leaders from groups that have historically been excluded is crucial to advancing society's educational needs and solving these problems from multiple perspectives and vantage points. At every stage of the search, we offer counsel on inclusive and equitable best practices, including building a representative search committee (if the search will use a committee), drafting comprehensive language in the position description and qualifications, proactively building a diverse (by all definitions) candidate pool, and guiding the committee through vetting (interviews and referencing) that focuses on demonstrated qualifications measured against clear criteria.

We work at every turn to foster environments of belonging and accountability and recognize the necessity of investing in this work within our own organization. Our entire staff undergoes training to

hone our ability to recognize implicit bias and the cognitive shortcuts to which decision-makers might be prone. Our [Vice President for Equity and Inclusive Excellence, Ralph Tavares, Jr.](#), provides expertise and guidance on best practices in this space and is a dedicated resource to internal teams and clients alike. We are proud to note our distinctive history as a woman-owned and woman-led firm, and we stand ready to help anticipate and identify issues related to equity and inclusiveness in the search process. While all key decisions are the responsibility of the search committee and the institution, we see our role as setting the procedures and tone for a fair, rigorous, and inclusive process.

Questions we frequently ask hiring teams and search committees include:

- What assumptions are we making about the candidate that may not be based on evidence?
- Are we focusing too much on pedigree of degrees or employers versus specific accomplishments or performance of the candidates?
- Have we created criteria that focus on experiences and characteristics that match the challenges and opportunities facing the institution?
- Are we able to distinguish between making decisions on experience versus potential?
- Are we creating a committee culture that allows each committee member to share safely their individual perspectives and insights?
- Are we signaling to all candidates (through position description, questions asked, sensitivity to personal considerations, etc.) the institution's commitments and values around equity and inclusion?

In every search we lead, we commit to working proactively and energetically to recruit an excellent and diverse pool of candidates. We are proud of our record of developing exceptional and diverse candidate pools and, as a result, bringing diversity to leadership. In **2023**, our Education Practice consultants completed more than **200** searches. Among our placements, **53 percent** identified as **female**, **transgender**, or **non-binary**, and **45 percent** identified as **persons of color**. To ensure we are reflecting the lived experience of our candidates, they may receive an optional demographic data survey allowing them to self-identify in the areas of gender, race and ethnicity, sexual orientation, and U.S. Veteran status. The data is reviewed internally for the aggregate analysis of candidate pools to help ensure firm practices are inclusive and representative.

While respecting our past and current clients' confidentiality, we would be happy to share with you, in person, examples of the role we can play in helping the hiring team navigate these important and timely issues.

Our Story

Founded in 2007, Storbeck Search’s focus was serving education and education-related clients. The 2020 acquisition by **Diversified Search Group** (DSG) brought together consultants from **Storbeck Search**, **Diversified Search**, and **Koya Partners** to form the **Education Practice** of Diversified Search Group, a single firm comprising a portfolio of search firms focused on specialized market sectors. DSG’s family of firms also includes Alta Associates, BioQuest, Grant Cooper, and Yardstick Management, with niches in cybersecurity, life sciences, academic medicine, and consulting, respectively. In combining, we have deepened our networks and expanded our global reach, while maintaining our commitment to diversity and inclusion and our reputation for personalized service.

The Education Practice excels in executive search on behalf of colleges and universities nationwide. Our “91” Net Promoter Score – measuring the quality of our search methodology and client satisfaction – is considered exceptional in the industry. (For comparison, the global benchmark of companies across all industries that measure NPS is 32.) Storbeck Search brings depth and breadth of experience to executive search in higher education because of our people. Our consultants and researchers – most of whom have had extensive experience in higher education prior to their work in executive search – work together to develop high-quality candidate pools for every search. Our team brings knowledge and understanding to our clients’ searches for the highest levels of institutional leadership from the broadest base of candidates possible.

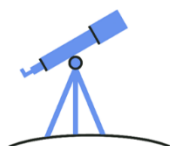
Diversified Search Group has been ranked among the top ten search firms in the world by *Forbes*. Additionally, DSG is the official U.S. partner of AltoPartners, the international alliance of executive search firms that spans 58 offices in 34 countries across the Americas, Europe, the Middle East, Africa, and Asia Pacific.



More than two-thirds of our searches are conducted for **returning clients**

53% of placed leaders identify as **female, transgender, or non-binary**

Nearly half of placed leaders identify as **persons of color** **45%**



Since Storbeck’s founding, we have completed **1,000+ searches in the Education and Nonprofit sectors**



86.5% of our president/chancellor/CEO placements since 2007 are either still in office or served for 5 years or more

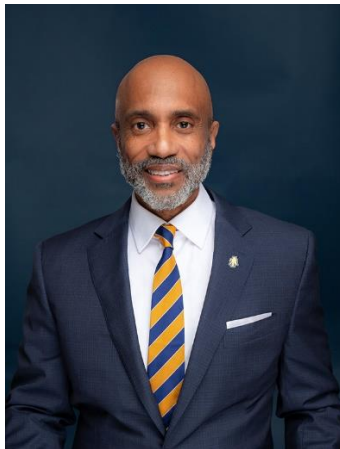
Our Leadership Search Experience

Relevant Searches

We are proud to have placed the following sitting presidents/chancellors at HBCUs:



Mark Brown
President
Tuskegee University



James R. Martin II
Chancellor
North Carolina A&T State University



Helene Gaye
President
Spelman College



Darrell K. Williams
President
Hampton University



Brenda A. Allen
President
Lincoln University (PA)

Our Education Practice also has experience conducting searches for other senior leadership and administrative roles for HBCUs. Some of our recent and historical searches are listed below:

- ◆ **Bowie State University**
 - Vice President, Information Technology
 - Vice President, Student Affairs
- ◆ **Florida A&M University**, Dean, School of Business and Industry
- ◆ **Fisk University**
 - President
 - Executive Vice President and Provost
- ◆ **Hampton University**
 - Provost
 - Senior Vice President for Business Operations and Finance
- ◆ **Morehouse College**
 - Provost
 - Director, Martin Luther King Collection
- ◆ **North Carolina A&T State University**
 - Vice Chancellor for Research (*active search*)
 - Vice Chancellor for Student Affairs (*active search*)
 - Vice Chancellor for University Advancement (*active search*)
- ◆ **North Carolina Central University**
 - Chancellor
 - Dean, School of Law
 - Dean of the School of Education
 - Dean of the School of Business
 - Vice Chancellor for Institutional Advancement
- ◆ **Shaw University**, Vice President for Enrollment and Student Success
- ◆ **Tuskegee University**, Vice President for Enrollment Management
- ◆ **Virginia Union University**, Chief Financial Officer (*active search*)
- ◆ **Winston-Salem State University**
 - Chancellor
 - Provost
 - Dean of College
- ◆ **Xavier University of Louisiana**, Dean, College of Pharmacy

In the last five years, we have led presidential searches on behalf of the following colleges and universities:

- ◆ Albion College
- ◆ Alma College (*active search*)
- ◆ Austin Peay State University
- ◆ Bastyr University
- ◆ Bethune-Cookman University (*active search*)
- ◆ Boston University
- ◆ Brite Divinity School
- ◆ Carleton College
- ◆ Catawba College
- ◆ Clark University
- ◆ Coe College
- ◆ Coker University
- ◆ College of the Atlantic
- ◆ College of DuPage (*active search*)
- ◆ College of Saint Mary (NE)
- ◆ Colorado College
- ◆ Culver-Stockton College
- ◆ Delaware Valley University
- ◆ Doane University
- ◆ Dominican University
- ◆ Drew University
- ◆ Dunwoody College of Technology
- ◆ Edgewood College
- ◆ Fielding Graduate University (*active search*)
- ◆ Georgia College and State University
- ◆ Georgia Highlands College
- ◆ Hampton University
- ◆ Harford Community College
- ◆ Hendrix College
- ◆ Indiana University East
- ◆ Indiana University Northwest (*active search*)
- ◆ Indiana University South Bend (*active search*)
- ◆ Indiana University Southeast
- ◆ Iona University
- ◆ Jewish Theological Seminary
- ◆ Kean University
- ◆ Kenyon College
- ◆ Lafayette College
- ◆ Lake Forest College
- ◆ Lake Superior State University
- ◆ Landmark College (*active search*)
- ◆ Manhattanville University
- ◆ Marietta College
- ◆ Mercy College
- ◆ Mitchell Hamline School of Law
- ◆ Molloy University
- ◆ Monmouth College
- ◆ North Carolina A&T State University
- ◆ North Central College
- ◆ Our Lady of the Lake University
- ◆ Pennsylvania College of Technology
- ◆ Pennsylvania State University, Berks
- ◆ Pennsylvania State University, Brandywine
- ◆ Pennsylvania State University, Hazleton
- ◆ Principia College
- ◆ Reed College
- ◆ Rhodes College
- ◆ Rollins College (*active search*)
- ◆ Rosemont College
- ◆ Russell Sage College
- ◆ Rutgers University | Camden
- ◆ Saint Joseph's University
- ◆ Salem College
- ◆ Scripps College
- ◆ Skidmore College
- ◆ Spelman College

- ◆ St. Olaf College
- ◆ State University of New York at Fredonia
- ◆ SUNY Empire State University
- ◆ The College of Wooster
- ◆ Thomas Jefferson University - East Falls
- ◆ Tuskegee University
- ◆ University of Maine at Farmington
- ◆ University of Maine at Fort Kent
- ◆ University of North Carolina at Charlotte
- ◆ University of Pittsburgh
- ◆ University of Wisconsin-La Crosse
- ◆ University of Wisconsin–Stout
- ◆ University of Wisconsin-Whitewater
- ◆ Ursinus College
- ◆ Wagner College
- ◆ Warren Wilson College
- ◆ Whitman College
- ◆ Widener University

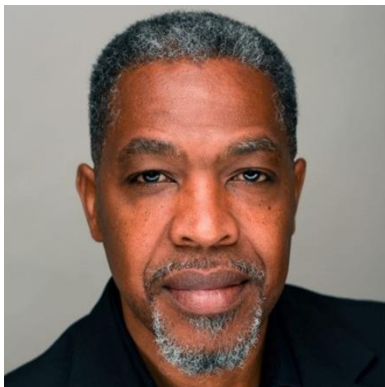
The Team for Your Search

Searches that succeed are well run. They bring to the fore the finest candidates and deliver a leader who will rise to the new challenge. If we are chosen to partner on this search, we will designate a team of experts who bring extensive experience as well as the ability to support your search with efficiency, timely information, impeccable attention to detail, and discretion.

Christopher D. Lee, Managing Director, and Euris E. Belle, Managing Director, will lead the team and take responsibility for all aspects of the search. The complete search team, which will be developed based upon expertise and capacity, includes:

- An **Associate** to assist with candidate identification and recruitment;
- A **Search Coordinator** to provide logistical support throughout the process; and
- A **Research Associate** to provide research support at various stages of the search.

Storbeck Search is distinguished by the collegial working relationships that our consultants and associates enjoy across the firm. In regular, confidential check-in meetings, we pool our knowledge and networks to support each other's searches, including sharing ideas for candidates. If you choose this team to work with you on this search, you are tapping into the expertise and connections of every member of our staff.



Christopher D. Lee, **Managing Director**

Chris has nearly 30 years of experience in higher education human resources, including having served as Chief Human Resources Officer (CHRO) for five different public and private institutions.

Chris retired as CHRO from William & Mary and his experience includes having served at Bates College as well. Chris also served on President's/Chancellor's Cabinets for 21 years of his career.

Additionally, Chris was an ACE Fellow from 2003-2004 and was placed in the Provost's office of Northeastern University.

Chris is widely known as an expert on the search committee process, having authored two books and having trained over 1,000 HR professionals on the subject over the past 20 years. While serving as the CHRO for the Virginia Community College System (VCCS), Chris led the search process to select more than 30 presidents of the 23-college system over his 13-year tenure. Currently, Chris serves a broad clientele of 2-year, 4-year, HBCU, public and private institutions.

Chris also writes a blog for HigherEdJobs.com on search and employment-related topics. He has delivered keynote addresses, provided training, and consulted with over 100 organizations in the U.S., Canada, Australia, and South Africa on human resources-related topics such as search committees, diversity, and alternative performance appraisal methods.

Chris retired as a Lieutenant Colonel from the United State Marine Corps, serving eight years active and 13 in the Reserves. He earned a Ph.D. in Human Resource Development from Georgia State University, an M.S. in Human Resources Management from Golden Gate University, and a B.A. in Political Science from Auburn University.



Euris E. Belle, Managing Director

Euris E. Belle is a Managing Director based in Atlanta, Georgia and is a member of the Education and Nonprofit Practice.

Euris has conducted senior-level searches for public and private colleges and universities, foundations, and a wide range of non-profit organizations. Among her placements are presidents, chancellors, provosts, chief academic officers, chief diversity officers, chief information officers, and deans of colleges and universities; and CEOs, presidents, and executive directors of nonprofit organizations. She has conducted president/chancellor searches for Tuskegee University, Russell Sage College, Spelman College, Fisk University, Lincoln University (Pennsylvania), Winston-Salem State University, and North Carolina Central University.

Her prior executive search experience includes serving as a principal with Heidrick & Struggles and CEO of a specialty retained search firm focused on middle- to upper-management positions across multiple industries and functional disciplines. Earlier in her career, she was a vice president with a major money center bank now merged with Chase and project manager for a systems integration, training and software consulting company. She began her career in the Management Information Consulting Division of Arthur Andersen & Company (now Accenture) where she progressed to senior manager during a nine-year career. She participated in the design and implementation of large-scale marketing, distribution and hospital information systems.

Euris earned her Bachelor of Arts degree in Computer Studies from Northwestern University.



Beth McCarthy, Senior Associate and Manager of Search Operations and Quality

Beth offers a longstanding commitment to higher education through her work in recruitment and enrollment management. This commitment spans the entirety of her career and employment at a variety of higher education institutions.

Prior to entering the executive search sector, Beth spent 20 years in higher education administration, most recently serving as the Senior Vice President of Enrollment and Marketing for the Institute for Shipboard Education, which administers the Semester at Sea program, then in partnership with the University of Virginia.

Previous positions include serving as the Director of Admissions at High Point University, the founding Director of Admissions and Marketing at the Charlotte School of Law and as an admissions counselor at the University of Rhode Island.

Beth earned a M.S. in College Student Personnel from the University of Rhode Island and a B.S. in Secondary Education from Purdue University.



Domenique Troilo, Senior Search Coordinator

Domenique joined Storbeck Search in 2010 as a search coordinator. She has successfully assisted with the successful completion of more than 100 searches for a variety of positions including president, head of school, provost, vice president, and dean.

Recently she helped close searches for Austin Peay State University, Colby College, DePaul University, Marymount University, Michigan State University, Rutgers University–Camden, and St. Olaf College.

Prior to joining Storbeck Search, Domenique was a senior meeting planner for a pharmaceutical company.

Domenique earned a B.F.A. from Mason Gross School of the Arts, Rutgers, The State University of New Jersey.

Brittany earned a B.S. in Liberal Arts with a concentration in Sociology and General Education from West Chester University.



Matthew D'Annolfo, Manager of Research

An experienced research associate, Matt provides timely support throughout the search process by gathering and presenting data, information, and marketplace trends.

Previously, Matt served as Associate Director of Admission and athletic liaison at Canterbury School in Connecticut and Associate Director of Admission and Financial Aid at Mercersburg Academy. He began his career in education as the inaugural admission fellow at St. George's School in Newport, Rhode Island.

Before his work in independent schools, Matt completed the University of Cambridge Certificate in English Language Teaching to Adults (CELTA) course in New York City.

Matt earned a B.A. in English from Central Connecticut State University.



Jay Beckham, Senior Research Associate

As a research associate, Jay provides strategic intelligence and support throughout the search process while also providing expertise and assistance on technical and research matters.

Previously, Jay served as an Admission Reader in the Undergraduate Admission Office at Princeton University. Jay also worked in the office of Enrollment Management and Student Success at Drexel University and as a Graduate Assistant at the University of Pennsylvania. Jay is a licensed and certified teacher and began his career in education as a K-

5 teacher in the Christina School District in Wilmington, Delaware.

Jay has also volunteered his time as a college application coach to high school students in the School District of Philadelphia.

Jay earned an M.S.Ed in Literacy from the University of Pennsylvania and a B.S.Ed in Education from Cabrini University.

The Storbeck Search Process

Across more than 1,000 searches, Storbeck Search has developed a five-step search and hiring process that has resulted in marked success identifying and securing leaders who thrive at the institutions they serve. Each step provides a framework for an intentional search that is attuned to the needs of the institution and to the marketplace of candidates. Within this framework, Storbeck Search will customize the process and develop the best path to identifying a President for Florida A&M University.

The five steps of our search process are: **Listening**, **Recruiting**, **Assessing**, **Referencing**, and **Hiring**.

Listening

Understanding, collaboration, and partnership are our watchwords as we approach our search process with you. To position you for success, we commit to partnering with the Board and the search committee through the entirety of the search, and we begin by providing expert advice regarding:

- Search committee structure and charge
- Best process and timetable according to your needs
- Strategy and best practices for engaging constituencies in fruitful dialogue

To develop a strong sense of the opportunities and challenges facing the University and the next President, we will pose the following questions to all constituents, including trustees, faculty, administrators, staff, students, and others you identify as important to understanding the University:

- What is distinctive about Florida A&M University?
- What are your specific challenges at this time?
- What do your supporters hope to achieve in the future?
- What are critical attributes desired in the next President?
- What change do you want them to lead?

We **synthesize** the wide-ranging community feedback and use it to draft the position specification, which serves to:

- Provide prospective candidates with vital information and insights regarding the University and the opportunities facing the next President
- Focus the search committee on a common point of reference regarding goals, desired qualifications, and selection criteria for assessing candidates

Recruiting

We **take a proactive and personalized approach** to recruiting and developing a diverse candidate pool and inclusive process. While sharing the advertisement will draw responses, exceptional candidates must be researched and contacted with attention and care. To develop a robust and diverse candidate pool, we will:

- Draw on our broad networks and talk with individuals who can serve as sources of prospective candidates well matched to your search priorities
- Proactively recruit accomplished candidates who may not be looking for new positions
- Leverage our database and research skills to find candidates with strong ties to FAMU and the region
- Seek out rising stars from a wide variety of backgrounds to ensure diversity and comprehensiveness of the candidate pool with regard to gender, race, ethnicity, and experience
- Research and pursue candidates from outside of higher education where desired
- Devise specific strategies to attract outstanding candidates who may need additional sensitivity to their circumstances and/or accommodations

Assessing

To aid in the committee's evaluation of candidates, we will:

- Proactively recruit and assess candidates continuously, using the criteria defined by the committee and laid out in the position specification
- Provide the committee with insights we gather from our conversations with the candidates, which may occur by phone, video, or in person
- Offer additional insights gathered in conversations about candidates and vetting through our shared internal resources

- Share all candidate materials and expressions of interest, encourage open and timely communication, and facilitate confidential tracking of candidates by means of a password-protected portal hosted on our website
- Support a rigorous interview process using standard interview questions and assessments
- Prompt a full and thorough discussion of the strengths, weaknesses, and qualifications of all viable candidates at each meeting with a clear framework to mitigate bias

Six-Step Referencing

Research shows that interviews are the least reliable indicators of a candidate's success in the job and, in addition, that most unsuccessful hires can be linked directly to poor or incomplete referencing. Storbeck Search differs from other firms in our unyielding adherence to the "no surprises" rule in search, which powers our approach to due diligence in a six-stage referencing process:

1. **Backgrounding:** Before we even speak to a candidate, we source prospects and their attributes with extensive internet research and leverage the data we have compiled in our comprehensive candidate database.
2. **Connecting:** In parallel with backgrounding candidates, we reach out to our contacts to ask specifically about the candidate in question – confidentially. We are able to do this and maintain confidentiality owing to our years of search experience and the strong networks we have developed. Our contacts trust us, and we trust them.
3. **Discovering:** After the committee has narrowed the candidate pool down to top prospects, we will conduct online presence checks and degree verifications. Working with a trusted vendor, we conduct a full review of all publicly accessible information (e.g., internet, news publications, student newspapers, blogs, social media) to identify any potentially negative information concerning these candidates.
4. **Traditional referencing:** We take this step typically after an initial (in-person or video) interview. We encourage the committee to play an active role in this outreach, and we develop a script and a list of questions based on concerns that were identified during the interviews. Reference reports are fully shared with the entire committee.
5. **Targeted referencing:** Here, too, we encourage the committee to play an active role. It is important to note that this stage of referencing is, like the others, carefully coordinated and structured so that the candidate remains informed about outreach, and we all know who is calling whom, when, and how. We have a highly trained staff of professional recruiters and reference checkers, and whether the committee is involved in this referencing stage or not, we employ an appropriately aggressive referencing model to ensure that we explore all possible avenues of questioning, while balancing the need to be respectful of the candidate.

6. **Verifying:** Once the hiring authority has identified preferred candidate(s), we offer a full background check through a trusted vendor. The report may include: employment verification; civil and criminal legal review and checks; plagiarism checks; confirmation of veteran status as appropriate; national sex offender registry, etc. We share this report only with the hiring officer, as it contains sensitive financial information. If significant issues arise from the report, we make a recommendation to the committee to reconsider the candidate.

Hiring

Because we are committed to the long-term success of Florida A&M University, we remain in close partnership during the final phases of the search. As the committee prepares to make its recommendation, we will:

- Advise the Board on lead candidates' compensation packages and concerns related to the offer
- Assist in putting together the terms and conditions of employment for the final candidate
- Offer counsel for leveraging the positive impact of the announcement to lay the foundation for a successful transition
- Recommend best practices, such as a transition team, programs for new educational leaders, and executive coaches
- Provide advice, counsel, and follow-up with FAMU and the hired candidate to ensure the placement's long-term success

Additional Services

Upon request, we offer strategic advisory services to aid in the successful completion of your search and support our placement and your institution beyond the date of hire. Our services are designed to help transformational leaders succeed and include independent leadership evaluation through the Hogan Personality Inventory assessment, executive coaching, onboarding and strategic advisory consulting, and connected leadership services.

If you are interested in learning more about the additional services we can provide throughout the search process and beyond, we are happy to elaborate on our offerings.

The Plan

Search Timeline

Everything we do is customized to your search. We will work with the search committee to develop a timeline that fits your needs and situation. Below is a possible timeline that can be adjusted as needed.

	Nov	Dec	Jan	Feb	Mar	Apr
LISTENING						
<i>Meet with search committee and key stakeholders</i>						
<i>Draft and finalize position specification</i>						
<i>Develop recruiting strategy</i>						
<i>Confirm search process and timeline</i>						
<i>Research top prospects and sources</i>						
RECRUITING						
<i>Gather candidate ideas and suggestions</i>						
<i>Begin recruitment phase</i>						
<i>Meet with search committee to discuss progress</i>						
<i>Evaluate prospective candidates</i>						
ASSESSING						
<i>Refine candidate profile and modify recruiting strategy as needed</i>						
<i>Continue to identify and recruit candidates</i>						
<i>Meet with search committee to review and select interviewees</i>						
<i>Interviews</i>						
REFERENCING						
<i>Conduct referencing and background checks</i>						
<i>Conduct targeted references and other due diligence</i>						
HIRING						
<i>Identify lead candidate(s)</i>						
<i>Lead candidate(s) meet(s) with others as appropriate</i>						
<i>Negotiate contract</i>						
<i>Plan announcement</i>						
<i>Announce new President</i>						

Fee Structure and Guarantees

Fees and Expenses

- The retainer for our services is set as one third of the placement's first-year compensation or at our minimum of \$70,000, billed over the first three months of the assignment and then adjusted upward at the end if needed.
- Indirect (administrative) expenses are 12 percent of the total retainer fee. Indirect expenses are search-related expenses including system database management, third-party technologies, and data and analytics that are difficult to attribute to individual projects. This fee is billed along with the retainer.
- All fully reimbursable expenses such as travel, advertising, printed materials, overnight delivery, and the services of a third-party vendor to perform background checks and press searches are billed at cost. The total cost for these expenses is driven by the search process and the decisions made by the institution. Direct expenses are invoiced as incurred on a monthly basis.
- If we are selected as your recruitment partner for this search, we will enter into a fee agreement that details our business terms and conditions including fees, expenses, and guarantees.

Guarantees:

- We will not recruit our placements.
- We will not recruit any person reporting to the placement for a period of one year after the completion of an assignment unless we receive approval granting an exception.
- If a candidate we place leaves the position within 12 months of their start date, we will reinstate, for expenses only, a search for the same position and level as the original placement, under the following circumstances: (i) the placement's departure is for cause, or (ii) the placement resigns (for reasons that do not include a material change in the job requirements).

References

As strong believers in the power of referencing, we highly encourage you to contact the recent clients listed below to learn more about working with us.

Hampton University, Provost

Client contact: Joy Jefferson, Chief of Staff, Office of the President

Placement: Betty Stewart

Spelman College, President

Client contact: Kaye Foster, Trustee

Placement: Helene Gaye

Tuskegee University, President

Search chair: Jonathan Porter, Vice Chair of the Board of Trustees

Placement: Mark Brown