



Board of Trustees

Executive Committee

July 14, 2020

1:00 PM

Virtual Meeting via Zoom

In accordance with Governor Baker's Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020

A live stream of the meeting for public viewing will take place on YouTube at the following link:

<http://www.westfield.ma.edu/live>

Agenda

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| 1. Call to Order | Chair Kevin Queenin |
| 2. Approval of Minutes
a) July 7, 2020 | Chair Kevin Queenin |
| 3. General Announcements | Chair Kevin Queenin |
| 4. Items for Discussion
a) Search firm proposals and interviews from July 7, 2020 | Chair Kevin Queenin
Trustee Robert Martin |
| 5. Items for Action
a) Motion: Selection of Presidential Search Firm | Chair Kevin Queenin |

Attachments:

- a) Draft minutes of July 7, 2020
- b) Academic Search Proposal
- c) WittKieffer Proposal
- d) WittKieffer Startup Guide
- e) Isaacson, Miller Proposal
- f) Motion: Selection of Presidential Search Firm



Board of Trustees

Executive Committee

July 7, 2020

Minutes

Meeting held virtually via Zoom

In accordance with Massachusetts Gov. Charlie Baker's Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020.

A live stream of the meeting for public viewing also took place on YouTube.

MEMBERS PARTICIPATING REMOTELY: Committee Chair Queenin, Vice Chair Sullivan, and Secretary Martinez-Alvarez

MEMBERS EXCUSED: Trustee Hagan, past Chair

TRUSTEE GUESTS JOINING REMOTELY: Trustees Alvarado, Landrau (joined the meeting at 2:40 PM and left at 3:36 PM), Martin, and Williams

Chair Queenin called the meeting to order at 1:31 PM, and stated the meeting would be live streamed on YouTube. He introduced the Trustees participating, and stated that Mr. Gary Duggan, Director of Procurement and Administrative Services, was also participating in the meeting.

MOTION made by Trustee Martinez-Alvarez, and seconded, to approve the minutes of the May 27, 2020 meeting.

ROLL CALL VOTE taken:

Trustee Queenin	Yes
Trustee Sullivan	Yes
Trustee Martinez-Alvarez	Yes

Motion passed unanimously.

Chair Queenin turned the meeting over to Trustee Martin, chair of the Presidential Search Advisory Committee, who asked the Academic Search team to start their presentation.

Academic Search team members participating in the meeting were Dr. L. Jay Lemons, President and Senior Consultant, Dr. George Ross, Senior Consultant, and Mr. Shawn Hartman, Vice President and Chief Operating Officer. Ms. Jennifer Kookan, Consultant, was not participating, but would be working on this search. Each gave a summary of their background and experience.

- History and Experience. Academic Search was born of former presidents who had the insight that former leaders could help institutions find leadership. The focus is exclusively on Higher Education and it has grown into something significant. They have performed more than 800 searches on the

presidential level since established, with 90%+ being successful and remaining in the position for five or more years, many staying between one and two decades.

- Recruitment. They provide professional development throughout the year for leadership development through their American Academic Leadership Institute (AALI) programs, nurturing existing leaders and supporting individuals in the pipeline for their next leadership positions. This gives access to the strongest candidates through connections made with the best leaders in Higher Education. Their database provides access to over 100,000 people working in Higher Ed. They will do the chasing and labor, creating a large network of both their and Westfield State's contacts. They will generate large mailings, but also target known contacts that have the knowledge and expertise required for Westfield's needs. Their personal contact with candidates is based on many years of activity and relationships that have been cultivated. They have recruited for the leadership of New England Commission on Higher Education and Massasoit and Quinsigamond Community Colleges in recent years. Mr. Hartman attended Westfield State University and has many contacts in Massachusetts.
- Process/Work with Search Committee. They believe in a team approach. Drs. Lemons and Ross will work side by side, providing two sets of experienced eyes and wisdom. A small group will be doing all the work. Their professional methodology is substance over superficiality. They will provide every completed application to the committee for transparency. The work and relationships built by members of the search committee are crucial to the launch of a new presidency as the committee members can help carry out the onboarding. The timeline the Board identified in June to expect an appointment by February or March next year can still be achievable in light of COVID, but the process needs to start soon. In order to honor shared governance and be sensitive in not asking the campus community to participate outside of the normal work rules, it may not be possible to do the pre-search assessment visit until fall, but there are enough points in the process to work on prior to that. The airport interviews are logistically challenging and time consuming for the candidates and institutions and a transition to Zoom interviews for first round interviews should be made. They closed five president searches in early June and had used different types of remote arrangements, giving them the time to build in additional conversations with campus communities.
- Diversity. They are highly committed to diversity, equity and inclusion and proud of the diversity in their own team and in the searches they conduct. It is a challenge to obtain gender balance in the pool of candidates. The Association of State Colleges and Universities' (AASCU) millennial leaders program raises up the underrepresented in leadership circles. Their access to this program through their leadership development programs is critical to helping them find ways to open the door to persons of color.
- Presidential Characteristics in Changing Times. There are greater demands on today's leaders than in any other time in our lifetime. Much of what makes great leaders transcends time and present issues. A president needs to be nimble, creative, innovative, inspiring, empathetic, caring, and resilient, with crisis management capabilities and understanding of new remote technological and educational opportunities. They need to be wholly integrated human beings with a capacity for integrity and ethical behavior and the ability to be strong communicators, establishing and building trusting relationships. You want to find someone who wants to do the presidency, not be the president, managing all stakeholders, faculty and staff balanced with student care.
- Other Searches and Conflicts. They typically conduct 100 searches per year, with 15 to 20 being presidential searches. The firm has a small number of presidential searches lined up for the coming year and Westfield State would be the first search for Drs. Lemons and Ross in the new fiscal year starting July 1. There are no conflicts that they are aware of. Westfield State is entering the cycle early, which is good. There has been less movement in leadership since March and no other AASCU-institution presidencies will be announced until fall.
- Most Successful Search. A recent search was one of their most successful, as they had made a commitment to do it right and then the world changed between the date of their assessment on

February 28, 2020 and the time of their profile. They advised the institution to keep moving. The pool was significant, and it was tough taking a three-figure pool to a manageable number. It is all about building the quality of the pool of candidates. With no personal touch on that campus, they have an experienced president coming on board after hitting every single calendar benchmark, even in the midst of a pandemic. In order to be the best advocates for Westfield State, they need to understand what the campus wants and needs and then help the search committee understand their responsibilities and how they need to work.

- Pricing. They offer a fixed pricing option with no administrative fees added in. Because AASCU is a beneficiary of the work they do, they try to provide a discount to AASCU member institutions.
- Knowledge of Westfield State University. They have read the Strategic Plan and it is a good framework. The student experience is a good place to start and they would like the opportunity to sell that.
- This process is a partnership built on trust. Westfield State has an incredible history. It is a truly important institution with its best days ahead. There is an outstanding leader who has the right qualities and they hope to be a part of helping Westfield find and discern who that is.

Chair Queenin invited anyone watching on YouTube to provide feedback on the interview by Friday. The Academic Search team left the meeting.

At 2:40 PM, WittKieffer team members joined the meeting and Trustee Martin introduced the Trustees (Trustee Landrau entered the meeting at 2:40 PM) and Mr. Duggan.

Ms. Lucy Leske, Senior Partner and Co-Chair of Diversity Council, Mr. Robert Luke, Consultant, and Ms. Christine Pendleton, Director of Community Fund and Co-Chair of Diversity Council, gave a summary of their background and experience.

- History and Experience. Among the three team members, they have as much, if not more, experience than others, with 65 searches including a broad range of institutions throughout New England so they can talk about the region with much enthusiasm. WittKieffer has been at the forefront of best practices since started. They work in partnership with clients on how to execute each search and tailor processes to meet the client's needs, even during COVID. That is not new to them; they have always looked at the needs in relationship to the action completed, engaging new ways of making it work.
- Recruitment. In recruiting, they search very broadly for candidates, looking at the 1.3 million names in their database and with local foundations by a dedicated researcher. They will make direct outreach to candidates and to other people who could nominate a candidate. They have built networks with relationships cultivated over decades through consultants spread all over the country, and have knowledge of many public university presidents. It may not be a current president who has the talent and skill needed. Research and strategy also explores candidates in the tier below the presidency, such as provosts, chiefs of staff, deans, and financial vice presidents. They have wonderful relationships with system heads across the country.
- Process/Work with Search Committee. To have a successful search, you need to look at the successes and challenges of Westfield State, taking into consideration the importance of shared governance and union participation being critical. Tap into the greatest resources and talent in the institution right now. Use technology to make this search more successful and meaningful. Instead of one or two days of meetings with stakeholders, hold Zoom intake meetings with students and faculty over several days ensuring all voices are heard, being mindful of union contracts' provisions on the availability of members. Also create a survey for people to give valuable feedback so that all people on campus can access and participate in the process. They would then take what is provided and distill and assimilate the information back to campus. WittKieffer's Startup Guide will propel the search team in getting organized and will help them understand the Massachusetts Board of

Higher Education guidelines and the need to be flexible in these uncertain times. Using technology, search committee meetings can be shorter, happen more often, and include more people, which builds community and communication with the committee. If faculty cannot be included in the initial meetings with stakeholders due to contracts, surveys are a good way to hear their voice. Advertising and press releases can be prepared and ready to launch. It is important to get the first steps right with engagement so the community feels shared appreciation and criteria going forward.

- Diversity. Their placement rate in terms of diversity is unique and they are very proud of recent diverse placements. At no time in history have they been more excited to make a difference in this area. They encouraged the Board to think about what diversity means to Westfield and how it is defined. By agreeing what a diverse pool would look like at the beginning, the firm is clear on what to look for in the right networks. The diversity language used at Westfield State will be used in the profile and discussions with candidates. The firm would work with the committee carefully to determine words, processes, and communications that may turn someone off unintentionally. It is important to inform candidates of what Westfield State offers. Begin thinking of what assets the university has to attract and support candidates and how they would view themselves and their family fitting in.
- Presidential Characteristics in Changing Times. In August they will facilitate a meeting of sitting presidents to discuss how the global pandemic will affect presidents in Higher Ed. There was considerable outreach to determine what should be discussed. A common skill set for executives is maintaining or working with set resources and activities to move an agenda forward. Currently, the variables are changing every day, causing weariness, fear, and a tendency to regress. Now is not the time to play it safe but rather to double down on strategy and engage the entire community in conversation since all assumptions made in January are now significantly different. The president will need to keep the entire team calm with courage and stamina to work together.
- Other Searches and Conflicts. Their firm handles a few hundred searches a year with a large presence in Higher Ed across the country. Ms. Leske currently has one other search which was launched two months ago. In a typical year, the most searches she would be leading is three or four at any one time. Mr. Luke currently has no others and Ms. Pendleton has one other ongoing search. Considering conflicts with comparable institutions would require a definition of what Westfield State considers a conflict. Talking with more people for two different searches gives access to a much more diverse pool.
- Most Successful Search. They take pride in all their placements and each one is successful for different reasons. A successful search is when progress has been made in strategic actions on campus three-to-five years after placement. They are really proud of the people they engage in conversations to be potential candidates. Ms. Leske gave some examples of recent successful searches.
- Massachusetts Public Higher Education. Ms. Leske is proud to be a citizen of Massachusetts with the Governor's leadership during the COVID pandemic. Although Massachusetts has not been as generous to Higher Ed as other states, it does value education deeply as a resource and asset. People see Massachusetts as a strong place to go and serve; relationships with unions have been a little more stable; and having the funding agencies for capital construction is a plus. They have an understanding of the BHE guidelines so can work with integrity and transparency, being inclusive and organized.
- Pricing. The only things added to the fee are advertising and travel costs and the cost of the leadership assessment if desired.
- Knowledge of Westfield State University. They understand fundraising will be a major priority for the next president and that the senior management team has been hired in the last two-to-four years. Greater collaboration among college systems could always improve moving forward.

- The WittKieffer team is very excited to be considered for this search and to work in the western part of the state. They are struck by Westfield being the most residential of the public institutions with the most students proportionately and in being the first teacher school in United States with no barriers to entry.

Trustee Martin invited anyone watching on YouTube to provide feedback on the interview by Friday. The WittKieffer team and Trustee Landrau left the meeting at 3:36 PM.

At 3:50 PM, Isaacson, Miller team members joined the meeting and Trustee Martin introduced the Trustees and Mr. Duggan.

Partners Kate Barry and Rebecca Kennedy gave a summary of their background and experience.

- History and Experience. The firm would be glad to serve Westfield State again, having completed searches here in the last few years (college deans and vice president of Student Affairs). A search coordinator will play a critical role and lift the administrative burden from Westfield State staff. Reference and research specialists will also be part of the team. They have 200 employees in their Boston headquarters with offices across the country. They perform 350 searches per year, with 70% in Higher Ed. They are the nation's largest and most diverse executive search firm with 75% to 80% repeat searches. They follow people's careers for a long time.
- Recruitment. Once the firm has worked with the Board, search committee and campus community to define opportunities, challenges, and attributes being sought, they will start the process of locating candidates. They will look for nominations from the Board, campus and community members to bring the broadest number of candidates. The firm will deliberate on profiles and share curricula vitae, creating a partnership between the firm and committee. The committee can choose to see as much or as little as wanted. One thing they would do differently from their recent prior searches at Westfield is to make sure all constituent groups are involved at the beginning, making sure that there is over-communication with the search committee on expectations for both. Most critical for the search committee is a mid-course check in when networking has been started. Halfway through the networking effort, the committee sees the possible candidates so far and can look at what excites them. It is not narrowing down, but learning which candidates generate the most interest. It is good team building and a definite time commitment for the search committee, but they need to get to a point to trust each other to have some differences of opinion. The search firm will then return in five weeks with lists of candidates.
- Process/Work with Search Committee. Their process consists of three stages:
 - Definitional stage consisting of listening sessions. They work with the campus community, the state, and the Board to understand challenges to educate the search firm in representing us in the market and to get a participatory process started with shared governance through community engagement.
 - Candidate discovery to see what motivates candidates and their interest in Westfield State.
 - Selection process of learning more about fewer people through an extensive referencing process, a distinguishing asset of the firm.

Knowledge of how Westfield State works in the community will assist them to market how public regional comprehensive universities can play a part in the community. Westfield has made great progress with public schools in Springfield, Holyoke and Westfield. A successful search starts with a mutual understanding of the priorities for a president developed by the search committee, the Board and the search firm. This is where the definition stage and position profiles would be created. To build a diverse pool, there needs to be conversations so there will be no narrow parameters in networking. The search committee needs to be educated on how to set parameters. Make sure due diligence is done on finalists to get a 360-degree view of what and how they accomplished things. It is essential to be clear among the Board, committee, search firm, and the

campus community on how the process will play out. When developing the definitional stage during the pandemic, involve the broader community through multiple group Zoom forums for faculty senate, students, and staff. Creating surveys for people to fill out either anonymously or attributably would be helpful as well.

- Diversity. The value placed on diversity and inclusion is significant at Westfield State and there needs to be certain there is a diverse pool in many different ways by starting with honest and robust conversations with the search committee. Make sure there is transparency and inclusiveness on all facets of campus. In addition to their database, their network is broad and diverse. Their comprehensive search will look at institutions recognized for leadership areas, both nationally and internationally. Their relationships with professional organizations give them many sources of diverse candidates.
- Presidential Characteristics in Changing Times. Through their current searches, they have seen how boards and current presidents are dealing with the challenges and costs associated with the pandemic. The ability to be flexible and nimble is more necessary now. Some innovative leaders took healthy risks to survive and thrive during the 2008-2009 economic crash, looking out past their immediate situation. Those are the leaders to be looking for.
- Other Searches and Conflicts. They average five searches at a time with six-to-eight presidential searches per year. Each search has a group of partners, an associate, and reference and research specialists. Ms. Kennedy is currently finishing up five-to-six active searches and Ms. Barry has three-to-four current searches, tending to have a larger presidential practice with fewer at a time and bigger teams. Regarding concurrent searches at comparable institutions, Ms. Kennedy has none and Ms. Barry has one private liberal arts college with little overlap. Once needs are determined, there is not much overlap between candidates.
- Most Successful Search. They have firm-wide celebrations on all successes. Still very proud of placing the Associate Vice President for Title IX and Civil Rights for Michigan State University when extensive community relations understanding in sensitive areas was needed. They helped the institution get to a better place, supported them through it, and performed very well under difficult situations. Another challenging search was for Hobart and Williams Smith Colleges where they came in after nine months of the prior president's term. The campus community was hurting with distrust and stress, and the firm had to build trust first.
- Massachusetts Public Higher Education. Each state university comes with particular areas of specialties and Westfield is known for community engagement and programs. Westfield's admissions and history are positives to present. Massachusetts Public Higher Ed has financial challenges but a selling point for Westfield is that it is doing well. The challenges are the shrinking demographics of enrolling students and post-COVID economics of the state. Higher Ed funding is a challenge at all public comprehensive institutions so all candidates will have seen and understand those challenges. The salary will eliminate some candidates, but that is not unique to Westfield.
- Knowledge of Westfield State University. Westfield's founding principal jumped out as a critical part of the pitch, together with diversity and equity over centuries. The restructuring of academic affairs, growing pains, leadership challenges and controversies are wounds that can be reopened with a fear for repeat. They would be prepared to help faculty and staff through anxiety related to these, especially in a global pandemic.
- They are thrilled to have been asked for a proposal and would be honored to work with Westfield again on this leadership search.

Trustee Martin invited anyone watching on YouTube to provide feedback on the interview by Friday. The Isaacson, Miller team left the meeting.

The next Executive Committee meeting will be on July 14, 2020 at 1:00 PM.

There being no further business, **MOTION** made by Trustee Sullivan, seconded by Trustee Martinez-Alvarez, to adjourn.

ROLL CALL VOTE taken:

Trustee Queenin	Yes
Trustee Sullivan	Yes
Trustee Martinez-Alvarez	Yes

Motion passed unanimously.

Meeting adjourned at 4:56 PM.

Attachments presented at this meeting:

- a. Draft Minutes of May 27, 2020
- b. Academic Search Proposal
- c. WittKieffer Proposal
- d. WittKieffer Startup Guide
- e. Isaacson, Miller Proposal

Secretary's Certificate

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees Executive Committee meeting held on July 7, 2020.

Lydia Martinez-Alvarez, Secretary

Date

Westfield

STATE UNIVERSITY

==== *Founded 1838*

Executive Recruitment Services President

L. Jay Lemons, Ph. D.
President & Senior Consultant

George Ross, Ph. D.
Senior Consultant

Jennifer Kooken
Consultant

Due: June 12, 2020

Identifying leaders for higher education since 1976

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June 9, 2020

Kevin Queenin
Chair of the Board
Westfield State University
577 Western Avenue
Westfield, MA 01086

Dear Mr. Queenin:

It was terrific to talk with you last week. Thank you very much for the opportunity to express our interest in partnering with you on the recruitment of a new president for Westfield State University. We are well familiar with Westfield and would be honored to be your partner for this critical search. A new leader must not only be strong in all areas of administration, but a collaborative and visionary professional who can build on the established momentum and continue Westfield's trajectory as a preeminent regional public university. We have just completed the search for the president of the New England Commission of Higher Education, and I would be excited to build upon the contacts established in that search, which included public and private higher education leaders across New England.

I am delighted to suggest that I serve as senior consultant for your search, joined by Dr. George Ross, who brings an exceptional level of insight into the administrative challenges of public institutions. Also joining our team will be Ms. Jennifer Kookan, one of our highly skilled recruitment consultants. I am confident that our team's decades of higher education and recruiting experience, along with Academic Search's proven approach, will yield a pool of outstanding candidates from whom to choose your next president.

Academic Search's breadth of knowledge, methodical yet flexible approach, and accomplished consultants will be assets in finding and appointing your new president. With more than 40 years of experience specializing in higher education searches, Academic Search offers our clients extensive knowledge and a broad collection of resources that are second to none. You can expect: (1) access to a deep and diverse network of highly qualified candidates; (2) a proven process that values collaboration and is built on trust; (3) an intimate understanding of what makes a successful executive academic leader; and (4) a commitment to quality.

We appreciate the opportunity to present this information to you. We pride ourselves on our ability to customize the search process outlined in this proposal to address your needs and goals. It would be our pleasure to assist you with the very important responsibility of finding a dynamic and visionary leader to serve as the president of Westfield State University.

Sincerely,

A handwritten signature in black ink that reads 'L. Jay Lemons'.

L. Jay Lemons
President

COVID-19

During this challenging time, Academic Search is committed to serving our partner institutions while maintaining the health and safety of their employees, our staff, and the candidates involved in our searches. While our consultants and staff are currently working remotely to mitigate the spread of the coronavirus, we have further enhanced our technological capabilities in order to facilitate the fully effective, comprehensive, nationwide searches you have come to expect. As the impact of COVID-19 requires us all to rethink the way we work, our commitment to designing a process that ensures your institution has the right people in place to meet the challenges of the future remains firm. Until we are able to recommence in-person visits, our technological capabilities allow us to conduct interviews, meetings, and high-participation town halls remotely, and we have technical staff onboard to assist you. Our expert consultants are available to help you think through factors impacting timing, process, and search parameters, and our experienced team continues to offer their expertise and creative solutions to help you address your recruiting needs.

Academic Search, Inc.

Higher Education's Premier Search Firm

In 1976, there was not a single executive search firm in the United States exclusively dedicated to serving the recruiting needs of higher education. That changed with the founding of Presidential Search Consultation Service, the entity that would evolve to become Academic Search, Inc. Taking best practices in executive recruiting from the skilled human resource function of the business community and combining those methods with deep understanding of the higher education sector, the firm's founders created what has become the "premier" executive recruitment firm, literally the first in the nation designed specifically to meet the needs of colleges and universities for the best in administrative and academic leadership. Evolving along with the dynamic world of higher education, the firm expanded its service beyond presidential searches, and in 2006 was renamed Academic Search, Inc. to reflect the scope of its abilities to serve all divisions and disciplines within the academy, as well as nonprofit organizations outside of, but related to, higher education. More than 40 years after its founding, the firm continues in its commitment to providing expert, enthusiastic, and tailored recruiting services to colleges and universities throughout the United States and internationally. Academic Search remains one of the busiest and most effective firms in the nation and has recently become a wholly-owned subsidiary of the American Academic Leadership Institute.

American Academic Leadership Institute: Cultivating the Next Generation of Higher Education Leadership

The future demands an educated populace, and education demands leadership. The American Academic Leadership Institute (AALI) has been identifying, cultivating, and supporting higher education trailblazers for a decade, and in doing so is building the foundation for the future of colleges and universities nationwide. AALI offers a wide range of leadership development programs, mentoring experiences, and networking opportunities to administrators already active in higher education. Its programs and initiatives are designed to support administrators in all sectors of the academy, including public and private universities, two-year, four-year, and graduate institutions. AALI offers opportunities to learn from experienced leaders and provides access to the skills, tools, and connections that prepare higher education professionals for proactive leadership, career advancement, and personal achievement. Supported by grants, donations, and the contributions of Academic Search, Inc., AALI is identifying, cultivating, and expanding the next generation of higher education leadership.

The Academic Search Team Approach

One of the hallmarks of Academic Search is our use of a team approach that involves one or more senior consultants who have served in leadership positions in a variety of college and university settings as well as consultants and associate consultants who bring additional insight and understanding to the service of our clients. Search teams are carefully structured to align consultants' familiarity with the actual roles for which they are recruiting and with the needs of the institution. Consultants understand the qualities required for effective-work in the advertised position, as well as the changing needs of diverse groups of colleagues and students. Academic Search senior consultants have had experience with public and private institutions, governing boards, higher education associations, and human resource management. For each search that we conduct, and in addition to our varied avenues of recruiting outreach, the senior consultants seek nominations or potential nominators' names from other consultants at the firm to broaden the recruiting reach. Having our consultant teams come from higher education provides significant added value in higher education executive searches.

Measures of Success

- Academic Search has been named to Hunt Scanlon's list of the top 50 search firms in the nation across all industry sectors.
- Since its inception, Academic Search has completed more than 1,780 senior-level executive searches, including more than 850 presidential or chancellor searches.
- Over the past five years, Academic Search has completed more than 490 presidential, vice-presidential, and dean searches.

- In the past five years, 57% of all searches conducted by Academic Search have resulted in a woman or minority appointee.
- Demonstrating the firm’s 99% satisfaction rate based on partner institution feedback, 57% of ASI’s searches over the last five years have originated from existing or former client institutions who re-engage the firm after an initial successful experience.
- Since 2014, 99.8% of ASI’s searches have closed successfully with the hire of a select candidate.
- Our five-year retention rate, defined as the percentage of appointees who remain in office for at least five years, is evidence of our careful attention to finding an “institutional fit”:
 - 90% of all presidential/chancellor appointees remain in office
 - 76% of all vice presidential/chancellor appointees remain in office
 - 77% of all dean appointees remain in office

Non-Solicitation Pledge

Academic Search prides itself on the exacting standards we observe for executive search services. Thus, an important part of our approach to each search, during the process and thereafter, is our pledge to uphold and exceed the industry standard for non-solicitation.

- To that end, we will not directly solicit any employee of any institution for which we are currently performing an active search. After the search concludes, we will extend that non-solicitation pledge for a period of one year.
- If a member of the campus community receives a direct solicitation from Academic Search during a non-solicitation period, it should be immediately reported to our vice president and chief operating officer, and appropriate follow-up action will be taken.
- If a candidate or member of a campus community approaches us during a non-solicitation period through application or nomination, we are ethically bound to respond to them and treat them equally in the search process.
- In addition, the president or chancellor of a client institution may waive this non-solicitation pledge as to specific employees by communicating that waiver to the firm.

Consultants

Our senior consultants have ties and experience throughout the country and form the backbone of the firm. They include many former college and university presidents, chancellors, and campus leaders who have had significant careers in all aspects of higher education prior to



joining the firm and who provide access to a wide network of potential qualified candidates. The assignment of senior consultants to each search is carefully considered, assuring Westfield State that the consultants we propose for the search understand the unique culture and circumstances of the University and can assemble a rich pool of applicants.

The senior consultants will have overall responsibility for all consulting services provided to the University throughout the search. These responsibilities include generating a pool of outstanding candidates; establishing and maintaining close communication with the search committee and its chair; making visits to the campus at significant points in the search; and serving as the primary contact for all phases of the recruiting effort. During the search, the assigned senior consultants will attend search committee meetings and ensure that all necessary agendas and supporting materials are prepared in advance.



L. Jay Lemons, Ph.D.
President and Senior Consultant

Dr. Lemons became president of Academic Search in 2017, after serving for 25 years as a college president. The Nebraska native was president of Susquehanna University in Selinsgrove, Pa., from 2001 through June 30, 2017, and prior to that served as chancellor of the University of Virginia's (UVA) College at Wise, UVA's public liberal arts college in southwestern Virginia.

Dr. Lemons has served in key leadership positions in many national, state and local organizations. He is the immediate past vice chair and acting chair of the National Collegiate Athletic Association's (NCAA) Board of Governors. He was the first Division III president to lead the NCAA. Dr. Lemons also chaired the NCAA Division III Presidents Council, the Council of Presidents of the Evangelical Lutheran Church in America, Pennsylvania Campus Compact, the Association of Independent Colleges and Universities of Pennsylvania and the Greater Susquehanna Valley Chamber of Commerce. He has also served on committees or boards of the American Council on Education, the American Association of State Colleges and Universities, the National Association of Independent Colleges and Universities, and the Council of Independent Colleges.

Dr. Lemons has been particularly devoted to working with new college presidents through service on the faculty of the new presidents programs of AASCU and CIC and through the professional development programs for aspiring leaders of the American Academic Leadership Institute. This passion for working with new and emerging leaders and the opportunity to help them build teams and their institutions was what led him to accept the presidency of Academic Search.

Dr. Lemons has conducted numerous recruitment and search processes throughout his 25-year career as a campus president.

Searches facilitated by Dr. Lemons at Academic Search include the following. Presidential-level searches in institutions and higher education related organizations are shown in bold font.

Institution	State	Position
American Association of State Colleges and Universities (AASCU)	DC	President
American Association of State Colleges and Universities (AASCU)	DC	Vice President for Academic Initiatives and Transformation
American Association of State Colleges and Universities (AASCU)	DC	Vice President for Administration and Finance
American Association of State Colleges and Universities (AASCU)	DC	Vice President for Communications and Public Relations
Association of Independent Colleges and Universities in New Jersey (AICUNJ) and Independent College Fund of New Jersey (ICFNJ)	NJ	President and CEO
California Lutheran University	CA	President
CUNY College of Staten Island	NY	Provost and Senior Vice President for Academic Affairs
Eckerd College	FL	President
Gonzaga University	WA	Assistant Provost for Diversity and Inclusion Excellence
Gonzaga University	WA	Dean of the College of Arts and Sciences
Gonzaga University	WA	Dean of the School of Leadership Studies
Gonzaga University	WA	Dean of the School of Nursing and Human Physiology
Gonzaga University	WA	Provost and Senior Vice President
Gonzaga University	WA	Vice Provost for Student Affairs
Maryland Independent College and University Association (MICUA)	MD	President
Monmouth College	IL	Vice President for Academic Affairs and Dean of the Faculty
Monmouth College	IL	Vice President for Finance and Business
National Association of Independent Colleges and Universities (NAICU)	DC	President
Nebraska State College System	NE	Chancellor
Nevada System of Higher Education	NV	Chancellor
New England Commission of Higher Education (NECHE)	MA	President

Northwest Commission on Colleges and Universities (NWCCU)	WA	President
Salisbury University	MD	President
Sam Houston State University	TX	President
Simpson College	IA	President
University of Maryland, Eastern Shore	MD	President
University of Nebraska at Omaha	NE	Dean of the College of Business Administration
Wagner University	NY	President
Wilson College	PA	President



George E. Ross, Ph.D.
Senior Consultant

Dr. George E. Ross, President Emeritus Central Michigan University (CMU) believes in the transformative power of education on individual lives and the future of our communities, states and nation. With the powerful focus on students, Dr. Ross led CMU to rank among only five percent of U.S. universities in the highest two Carnegie Research classifications.

Dr. Ross has more than 32 years of leadership experience in higher education administration. He understands the challenges facing higher education institutions across the country. Moreover, he has successfully met the challenges and moved the institutions he has been privileged to serve in a positive direction. In addition to his leadership responsibilities he has actively mentored higher education administrators and students for more than three decades.

Dr. Ross previously served as president of Alcorn State University, the nation's first public historically black land-grant university. Before that, he was vice president for finance and administrative services at Central Michigan University; Executive Vice President at Clark Atlanta University; Executive Vice Chancellor and Vice Chancellor for Administration and Finance at the University of Tennessee at Chattanooga, Vice President for Business Affairs at Tuskegee University and Director of Finance at the Center for Creative Studies. Formerly a practicing certified public accountant, he holds bachelor's and master's degrees in business administration from Michigan State University, a Ph.D. in higher education administration from the University of Alabama and completed postdoctoral studies at Harvard.

He was secretary-treasurer of the American Association of State Colleges and Universities, board chair of the CMU Research Corp, and a board member of the Michigan College Access Network. He was elected to the Charles Stewart Mott Foundation's Board of Trustees in 2017. This honor has special meaning for Dr. Ross, who grew up in Flint, Michigan where the worldwide foundation is located. He is also a member of the Board of Directors of the National Council-State Authorization Reciprocity Agreements (NC-SARA).

Dr. Ross has held adjunct and associate professor ranks, developed continuing education materials and taught professional development courses for the National Association of College and University Business Officers, the Southern Association of College and University Business Officers, the Summer Institute for Women Administrators in Higher Education and the Southern Education Foundation.



Jennifer B. Kookan
Consultant

Jennifer Kookan joined Academic Search as an Associate Consultant from Merrimack College, where she served as Director of Business School Initiatives. In this role, Jennifer provided strategic and operational communications and event management support for the launch of new graduate and undergraduate programs and events. Prior, Jennifer collaborated with academic administrators and clients to develop engaging professional development programs for the Graduate Management Admission Council. She began her career in higher education as Assistant Director of Graduate Admissions for Babson College, where she helped create and implement strategies for increasing yield. Jennifer holds an M.B.A. from Babson College. She received her B.S. in Education with a concentration in Mathematics from Bucknell University.

Ms. Kookan will identify targets for initial outreach, maintain a log documenting each senior consultant's interactions with candidates, work with semifinalists on the logistics of their interviews with the client, compile information about select candidates, and manage administrative tasks throughout the search, including preparing written documents and assisting the senior consultants during committee meetings and semifinalist interviews as needed.

Ms. Kookan has facilitated the following searches. Presidential searches are shown in bold font.

Institution	State	Position
California Lutheran University	CA	President
California State University, Channel Islands	CA	Associate Dean and Director of Clinical Experiences and Partnerships
California State University, Northridge	CA	Dean of the College of Engineering and Computer Science
Florida Southern College	FL	Dean of the Barney Barnett School of Business and Free Enterprise
Gonzaga University	WA	Dean of the School of Leadership Studies
Gonzaga University	WA	Dean of the School of Nursing and Human Physiology
Gonzaga University	WA	Dean of the School of Education

Gonzaga University	WA	Dean of the School of Engineering and Applied Science
Gonzaga University	WA	Provost and Senior Vice President
Gonzaga University	WA	Dean of the College of Arts and Sciences
Maryland Independent College and University Association (MICUA)	MD	President
Monmouth College	IL	Vice President for Finance and Business
National Association of Independent Colleges and Universities (NAICU)	DC	President
Nevada System of Higher Education	NV	Chancellor
New England Commission of Higher Education (NECHE)	MA	President
Sam Houston State University	TX	President
St. Norbert College	WI	Vice President for Business and Finance
The University of Alabama	AL	Dean of the College of Arts and Sciences
The University of Alabama	AL	Dean of the Honors College
The University of Alabama in Huntsville	AL	President
University of Nebraska at Omaha	NE	Dean of the College of Business Administration
Wilson College	PA	President

Search Support

The search will be supported by our Washington, D.C.-based professional team that includes:

Shawn M. Hartman, Vice President and Chief Operating Officer

Mr. Hartman is responsible for the financial, program, and administrative management of Academic Search, which includes ensuring that day-to-day operations run smoothly and that all necessary resources are allocated to complete a successful search.

Kelly M. Daniels, Director of Technology and Research Services

Ms. Daniels provides technological support to the entire Academic Search team and to each campus with which we work. She ensures university officials can access all application materials and documents used in searches and assists candidates with video conferencing needs should that be requested.

Samuel H. Becherer, Assistant Director of Technology Services

Mr. Becherer assists with technology and research services and is primarily responsible for the continuous updating of Academic Search's proprietary database of more than 95,000 records, which provides the most effective tool for identifying and tracking potential candidates.

Our Process and Proposed Schedule

Academic Search brings deep, specialized experience assisting colleges, universities, and other education-related institutions. Adhering to best practices and principles and working collaboratively with Westfield State, we will tailor the search to the distinctive needs and expectations of the University to successfully recruit outstanding candidates from whom you will choose your next president. We perform all consulting assignments—including research, administrative, and logistical support—diligently and with an exceptional degree of knowledge, thoroughness, and urgency, while adhering to our core commitment to the primacy of our client's decision-making authority.

Searches conducted by Academic Search follow a time-tested, yet flexible process built upon years of experience. The comprehensive search is comprised of the following steps, which we will adapt to the specific needs and processes of Westfield State University for the presidential search.

The timeline for implementation assumes the appointment of the search firm in June and a conference with the governing body and the search committee soon thereafter, to be followed by pre-search conversations with campus constituencies.

The timeframes shown are proposed for your consideration and will be modified and refined in consultation with the hiring authority and/or search committee.

Organization of the Search Process

Upon Contract Signing

Academic Search works side-by-side with the partner institution to set specific goals and develop operating guidelines for the search.

- Assist in structuring the overall process;
- Counsel on the makeup of the search committee, the charge to the committee, and a search ethics statement;
- Negotiate the search timeline in consultation with the search committee;
- Review and assist as needed in developing a current and accurate position description;
- Develop web-based communication tools for use in position marketing and the recruitment process;
- Draft correspondence as needed for all phases of the search;
- Establish a communication plan to keep candidates, the search committee, and the final hiring authority appropriately apprised of search progress.

Analysis of Institutional Needs

Late June- July 2020

Academic Search interviews institutional constituents and learns the history and culture of the institution and the specifics of position qualifications, then assists in defining the required and preferred credentials, experience, skills, and attributes that will ultimately characterize the candidate pool.

- Complete intensive virtual or on-site interviews with key constituency groups and stakeholders;
- Review publications and reports provided by the University;
- Work with the search committee to develop and finalize the client-needs analysis, including:
 - List of strengths and challenges;
 - Statement of priorities and needs;
 - Specific leadership characteristics sought in a successful candidate.
- Assist in developing a comprehensive institutional profile featuring information about the position, Westfield State University, its governance system and strategic plan, and the Westfield community.

Recruitment of a Strong and Inclusive Candidate Pool

August – October 2020

Academic Search activates its extensive networks to identify a broad and diverse group of candidates with the desired attributes and experience.

- Develop a national advertising strategy and place ads in venues approved by the partner institution;
- Research the market for potential candidates both through the firm's existing database and using external resources;
- Identify a target audience for the position, typically more than 1,000 individuals;
- Directly contact nominators and potential candidates through e-mails and phone calls;
- Follow-up with nominated prospects;
- Recruit highly qualified candidates through direct contact, advocating for the partner institution, answering questions, identifying areas for additional information gathering, and assessing prospect characteristics in comparison to the established criteria as well as values congruence with the institution and enthusiasm for the opportunity;
- Maintain regular contact with the candidate pool throughout the rest of the process to keep them apprised of their status in the search, and to retain their interest in the opportunity;
- Establish a password protected website accessible only to the appropriate individuals within the partner institution (search committee, hiring authority, human resources liaison) and post candidate application materials and supportive information for review of the candidate pool.

Candidate Evaluation The evaluation and selection of finalist candidates involves a multi-step process of document review and interviews to narrow the focus to the strongest candidates.

Search Committee Evaluation of the Candidate Pool

Early – Mid-November 2020

- Assist in the development of an objective review method, including instrumentation, if desired;
- Provide training to the search committee in candidate review technique, if required;
- Support the search committee chair in implementing a selection process to reduce the number of candidates under consideration from the full pool to a short list of semifinalists;
- Present insights gained from conversations with candidates and any subsequent research to assist in identifying the top candidates to invite to semifinalist interviews;
- Assist the search committee with on-list reference checks prior to semifinalist interviews, if appropriate for the nature of the search.

Semifinalist Interviews

November-December 2020

- Assist the search committee chair and liaison in planning semifinalist interviews, including establishment of a uniform, objective process so that all candidates have the same experience;
- Provide, as necessary, sample questions, model evaluation instruments, or other tools to assist the committee in its deliberations;
- Provide logistical support before, during and after the interviews;
- Debrief each semifinalist after the interview to assess ongoing interest in the opportunity and address any concerns that arise;
- Assist in the selection of finalists and complete due diligence through off-list reference checks as requested and background investigations consistent with local law and regulation and institution policy. Depending on requirements, this may include driving and credit history, history of civil and criminal litigation, independent confirmation of academic credentials, social media presence evaluation, or other background research.

Finalist Interviews

Mid – Late January 2021

- Provide guidelines for candidate visits to the campus and advise the campus coordinator who will arrange campus logistics;
- Recommend a process for gathering feedback from all who meet the finalists;
- Maintain contact with finalists to gauge and enhance their interest in the position;
- Assist the committee in making recommendations to the appointing officer according to the initial charge.

Facilitation of the Appointment

February-March 2021

Academic Search's senior consultants will assist with bringing the process to a successful conclusion.

- Assist with development and publication of the announcement of the appointment;
- Facilitate, as requested, an initial planning and agenda-setting meeting between the Westfield State University and the president-elect;
- Provide transition-related consultation to the extent required by the partner institution
- Provide the appropriate transition-related consultation.

Emphasis on Diversity in Recruiting

Academic Search demonstrates the value it places upon all aspects of diversity through its organizational behavior as well as throughout the institutional recruitment and hiring processes it provides to the higher education institutions it serves. ASI has intentionally developed a staff and consulting team that philosophically and practically represents and supports the diverse populations that make up our nation.

Our searches are designed to present opportunities to the broadest possible population of qualified professionals, and to cultivate and recruit into our candidate pools individuals of exceptional skill and talent without regard to personal characteristics unrelated to position requirements. We successfully identify and place in higher education leadership positions individuals with the skill sets and experiences sought by our institutions who arise from multiple cultural and ideological backgrounds, or who represent diversity in other aspects such as gender or sexual orientation, physical ability, age, or veteran status.

Through our relationship with the American Academic Leadership Institute (AALI), our non-profit parent company, which offers leadership development programming for higher education administrators, we provide grants for the development of the Millennium Leadership Institute for people of color and women. Our consultants work pro-bono with this program, as well as with other national education associations in creating and networking with leadership development programs that are inclusive and engaging for diverse persons seeking leadership positions in higher education. Having access to and developing a record of success with these programs, particularly those of the American Academic Leadership Institute, uniquely enables us to help institutions of higher education meet their diversity goals and aspirations.

In the past five years, more than 50% of the searches conducted by Academic Search have resulted in the placement of individuals in leadership positions from various diverse communities.

To see Academic Search, Inc.'s EEO policy and diversity statement, please visit <http://academicsearch.org/eoo-policy>.

To achieve our outstanding results in assembling diverse and inclusive candidate pools, Academic Search:

- Assists the partner institution in understanding and addressing the market forces and cultural/social factors that may influence the institution's ability to attract diversity in the candidate pool.
- Designs a broad initial outreach to expose each opportunity to all qualified professionals in majority and minority-serving institutions and organizations across the nation.
- Proposes a position advertising plan that includes venues assuring exposure of the opportunity to professionals across the diversity spectrum.
- Publishes in all position advertising language the inclusion policy of the client institution and an invitation for all qualified prospects to apply.
- To the extent needed by the partner institution, develops for reporting purposes a survey to capture demographic information about applicants that is voluntary and anonymous; adheres to federal, state, and local regulations; and aggregates data on the ethnic, gender, age and other diversity-related characteristics of candidates.
- Intentionally seeks nominations and candidacies of individuals with a history of employment in woman and minority-serving institutions.
- Makes direct contact with candidate prospects to advocate for the institution, provide details of the position, answer questions, including those relating to inclusion, and cultivate candidacies.
- Assists the search committee in developing procedures and instruments that assure objective evaluation of candidate fit based solely on the parameters and requirements of the position.
- Throughout the search, provides advisement and information on best-practices for achieving diversity in the recruiting and hiring process.

Applicant Tracking System and Recruiting Software

Academic Search maintains an extensive proprietary database of higher education officials, including thousands of presidents, chancellors, provosts, vice presidents, general counsels, deans, directors, and other senior officials who could be relevant as either candidates or potential referral sources. Our database includes not only institutional officials, but also higher education leaders in associations, scientific societies, government, foundations, and other relevant organizations. Academic Search has access to over 95,000 individuals using its Applicant Tracking System and Recruiting Software, and our database is constantly being updated and expanded.

Our available network includes, but is not limited to, candidates, prospects, and referral sources whose updated information we maintain in our proprietary database, as well as participants in AALI and other higher education professional development programs to which we contribute.



In addition to our database, each senior consultant has his/her own extensive professional networks and the senior consultants work cooperatively to support each other in identifying potential candidates. They will not only suggest candidates to the lead consultants on a search but also recommend possible nominators and, when finalists are identified, individuals who can provide specific information about the abilities of those candidates. Our broad email outreach to prospective candidates and nominators can number in the thousands of individuals, and we process each response to such outreach individually through our consultants.

Secure Web Portal

Academic Search retains data and a secure website hosted on an Amazon web server, which is one of three federally approved data centers maintaining the highest level of security. Academic Search has spam filters, a firewall in place, and a monitoring session management system, which is used to manage the transaction between our client and the server. Academic Search has policy in place in the event of data mismanagement, the ability to remove access from the server instantaneously, as well as user management and access customization. All of these features are kept up to date and monitored to ensure security and prevent session hijacking. The practice employs a technical team in-house and also engages an off-site security team to assure adequate monitoring and technical support. Access to Academic Search server files is by password only and is limited to individuals with need-to-know status.

Knowledge and Experience of the Firm

Academic Search has assisted the following institutions and education related organizations with presidential-level searches in the last five years:

Institution	State	Position
Accrediting Commission for Community and Junior Colleges (ACCJC)	CA	President and Chief Executive Officer
Alverno College	WI	President
American Association of State Colleges and Universities (AASCU)	DC	President
American University of Nigeria	Int.	President
Aquinas College	MI	President
Association of Catholic Colleges and Universities (ACCU)	DC	President
Association of Independent Colleges of New Jersey (AICUNJ) and the Independent College Fund of New Jersey (ICFNJ)	NJ	President and Chief Executive Officer
Athens State University	GA	President
Barton College	NC	President
Bloomfield College	NJ	President

Bryan College of Health Sciences	NE	President
Centenary College of Louisiana	LA	President
Central State University	OH	President
Columbus State University	GA	President
Coppin State University	MD	President
Eckerd College	FL	President
Edison Community College	OH	President
Farmingdale State College, SUNY	NY	President
Harford Community College	MD	President
Heartland Community College	IL	President
Hodges University	FL	President
Kansas State University	KS	President
Kentucky State University	KY	President
Kentucky Wesleyan College	KY	President
LaGrange College	GA	President
Lyon College	AR	President
Madonna University	MI	President
Maryland Independent College and University Association (MICUA)	MD	President
Marymount Manhattan College	NY	President
Marywood University	PA	President
Massasoit Community College	MA	President
Medaille College	NY	President
Midwestern Higher Education Compact (MHEC)	MN	President
Midwestern State University	TX	President
Mount Mary University	WI	President
Mount Saint Mary College	NY	President
Nassau Community College	NY	President
National Association of Independent Colleges and Universities (NAICU)	DC	President
Nebraska State College System	NE	Chancellor
Northwest Commission on Colleges and Universities (NWCCU)	WA	President and Chief Executive Officer
Norwich University	VT	President
Oakland University	MI	President
Pacific Northwest College of Art (PNCA)	OR	President
Pittsburgh Technical College	PA	President
Quinsigamond Community College	MA	President
Rust College	MS	President
Saint Mary's College	IN	President
Saint Mary's University of Minnesota	MN	President
Salisbury University	MD	President

Santa Fe Community College	NM	President
Shepherd University	WV	President
Simpson College	IA	President
St. Thomas Aquinas College	NY	President
SUNY Empire State College	NY	President
SUNY Morrisville State College	NY	President
The College of St. Scholastica	MN	President
The Evergreen State College	WA	President
The Institute for Clinical Social Work	IL	President
The Phi Beta Kappa Society	DC	Secretary and Chief Executive Officer
The University of Alabama	AL	President
The University of Alabama in Huntsville	AL	President
Thomas University	GA	President
University of Alaska System	AK	President
University of Maine System	ME	Chancellor
University of Maryland, Eastern Shore	MD	President
University of Mount Olive	NC	President
University of North Carolina at Pembroke	NC	Chancellor
University of Pittsburgh at Greensburg	PA	President
University of the Incarnate Word	TX	President
University of the West	CA	President
University of Wisconsin-Whitewater	WI	Chancellor
Wagner College	NY	President
Walsh University	OH	President
WASC Senior College and University Commission (WSCUC)	CA	President and Chief Executive Officer
Western University of Health Sciences	CA	President
Wilson College	PA	President
Wright State University	OH	President

Search Fees, Guarantee, and Non-Solicitation Pledge

Based on the current salary we identified, we believe that the industry standard professional fee for this search would be just under \$85,000. We have a strategic partnership with AASCU that we are very proud of. Part of our mission as an organization is to assist AASCU institutions with executive searches and help develop campus leaders for AASCU institutions. As Westfield is an active member of AASCU, we would propose a professional services fee of \$75,000.

Our professional fee covers all expenses associated with our work other than discretionary costs for consultant travel, advertising, and background investigations. These expenses are

billed directly to the client, at actual cost, supported by invoices or receipts, and without administrative markup.

An estimate of the reimbursable costs is shown below. This estimate does not include costs of candidate travel and accommodation, which will be dependent on the number and location of candidates selected for in-person interviews. Academic Search will assist candidates in making such arrangements pursuant to the policies of the institution, and will, if desired, assemble candidate receipts and information for reimbursement by the institution.

Estimated reimbursable search-related expenses:

Consultant Travel (assuming the consultants make 2-3 visits to campus and attend neutral site interviews)	\$7,000.00*
Advertising (includes online only)	\$2,500.00
Finalists' Background Checks (assuming 3 finalists)	\$1,500.00

*Note: Costs are for actual travel only. Interviews and meetings conducted virtually are included in the professional fee.

During the pre-search visit, the senior consultants will work with the search committee to review costs and cost-saving measures. The framework for travel and advertising expenses is reviewed and approved by the responsible University official. After finalist candidates are chosen, Academic Search will use a third-party firm to conduct degree verifications and background checks. The cost of this service varies depending on the residency of the finalists and averages \$300.00 to \$500.00 per person.

The projected advertising budget includes online only advertisements. A significant and robust pool of candidates can be attracted using online ad venues. In addition, much of our top candidate recruitment comes from our firm's own direct outreach, which is included in the professional flat fee. If a print ad for *The Chronicle of Higher Education* is desired, it can typically add up to \$4,000 to the cost of advertising. The senior consultants will discuss with the committee chair whether additional print advertising would be beneficial.

Guarantee

Academic Search guarantees our work and process.

- In the unlikely event that the hiring authority is not satisfied with the candidates recommended or the search is not concluded for other reasons, Academic Search will continue to be available to conduct either an extended search or a second search. The second search must be launched within 12 months of the original contract.
- Moreover, in the very unusual event that an appointment resulting from our search is terminated for cause within 12 months or the appointee leaves within the first 12 months after first reporting to work, Academic Search agrees to conduct a second

search without any additional professional fee, if the search commences within three months after the position is vacated.

- In each of the scenarios described above, the only additional charges will be related to discretionary expenses determined by the search committee related to candidate travel, consultant travel, advertising, and background checks and an administrative fee of \$10,000.00.

References

The following individuals may be contacted as references for the search work completed by Academic Search. Additional references for any of our previous clients are available by contacting Shawn Hartman, Vice President and Chief Operating Officer, at (202) 332-4049 or shawn.hartman@academicsearch.org.

American Association of State Colleges and Universities (AASCU)

Deborah Stanley
 Chair of the Governing Body
 President
 State University of New York College at Oswego
 315-312-2211
 deborah.stanley@oswego.edu

Position Filled: President

Nebraska State College System

Gary Bieganski
 Chair, Board of Trustees
 308-432-5201
 gbieganski@nscs.edu

Position Filled: Chancellor

University of Maryland Eastern Shore

Michelle Gourdine
 Regent
 dgourdine@gmail.com

Position Filled: President

Working Together to Recruit an Exceptional President

Proposal for Westfield State University

Lucy A. Leske | Robert W. Luke | Christine J. Pendleton
June 2020

WittKieffer

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Introduction

June 12, 2020

Mr. Kevin Queenin, Chair, Board of Trustees
Mr. Gary Dugan, Director of Procurement and Administrative Services
Ms. Jean Beal, Administrative Assistant to the Board of Trustees

Westfield State University
577 Western Avenue
Westfield, MA 01086

Via email: gduggan@westfield.ma.edu; jbeal@westfield.ma.edu

Re: Executive Search Services – Presidential Search

Dear Mr. Queenin, Mr. Dugan, and Ms. Beal:

Thank you for giving Witt/Kieffer Inc. (WittKieffer) the opportunity to propose that we partner with Westfield State University in the recruitment of your next president. We are pleased to provide information about our firm and how we would work with you and your colleagues.

WittKieffer is the only top-ten search firm in the country that specializes in serving the not-for-profit sector: education; healthcare; and cultural, social and civic organizations. Each year we conduct approximately 200 leadership searches in education, more than any other firm. We have conducted hundreds of presidential searches for higher education institutions — including more than 130 in the last decade. The success of our efforts can be measured in the longevity of our placements: The average tenure of presidents we have placed is nine years, with three- and five-year retention rates of 97% and 94%, respectively.

To demonstrate our strong interest in supporting this important search we have assigned a team of highly experience and dedicated consultants to partner with your Board and search committee on this engagement. I will lead the WittKieffer search team and be your primary point of contact throughout the engagement. As a senior partner in WittKieffer's Education Practice, I have supported more than 60 presidential searches for colleges and universities across the country. My recently completed presidential searches include those for Western New England University, Salem State University, CUNY Queens College, Olin College of Engineering, Endicott College, Stetson University, Providence College and a number of other public and private colleges and universities.

Joining me would be Robert Luke and Christine Pendleton, with whom I frequently partner on senior leadership searches. Robert has broad experience supporting searches for senior executive and academic leaders. Together, we supported the presidential searches for Providence College and Stetson University. Christine provides thorough candidate development and engagement support as we cast the broadest possible net for potential candidates. She serves as the co-chair of the firm's Diversity Council and excels in developing rich and diverse candidate pools. Christine

partnered with me on the recent presidential search for Queens College of the City University of New York (CUNY), and we are currently supporting the search for Lehman College (CUNY).

To support your search needs, we bring the following additional strengths to this engagement.

- **Knowledge of the Commonwealth and the region:** As a lifelong resident of Massachusetts with experience supporting multiple searches in the Massachusetts Public Higher Education System at the presidential and CEO level, I am deeply familiar with how the political, economic, cultural and social resources and dynamics in the Commonwealth can be leveraged successfully to recruit strong candidates. It is an exciting yet serious moment in public higher education in Massachusetts as we seek ways to increase access to higher education, reboot the economy and expand equity in society. Our recent experience partnering with Western New England University on its presidential search has deepened our understanding of the critical role outstanding higher education will play in western Massachusetts going forward. An entrepreneurial, collaborative leader with vision for the institution and the region, the ability to capitalize on opportunity and strong relationship building skills is essential.
- **A responsive process paired with sound experience and expert counsel:** WittKieffer's signature approach to search is based on a close, responsive partnership through every phase of the project. We tailor the search process to fit the university at this moment in time, comply with BHE guidelines and attract the ideal leader for your future. We anticipate the questions and concerns of the search committee, chair and board, and we keep an eye out for obstacles that would get in the way of success. We are strategic and aggressive in our recruitment, while always keeping your best interests in mind and acting with enthusiasm, energy, integrity and candor.
- **Outstanding results recruiting diverse candidates.** Diversity is a core value at WittKieffer. It is also a competitive advantage. In the last three years, more than half of our higher education placements have been women and/or people of color. During the same period, 98% of the senior leadership slates we have presented for consideration have included highly-qualified women and people of color. Personally, every presidential search I have conducted in the last three years has produced a diverse candidate slate with respect to gender, race and ethnicity, and 60% of the placements have been people of color and/or women.
- **Insightful decision support and deep due diligence.** We would provide insights into how we can support Westfield State during transition to new leadership, including with strategic communications during the process. Our extensive due diligence would provide you with a clear and comprehensive understanding of finalists to mitigate institutional risk in decision-making and ensure confidence in what will be an important and closely scrutinized hire.
- **Adaptability and agility.** We recognize that your presidential search will launch at a time when all of us continue to learn new ways of working. WittKieffer has led the executive search industry in adapting best practices to the extraordinary circumstances we face together, working closely with our institutional partners to modify previously routine processes to maintain the integrity of the search process, ensure its progress and maximize meaningful candidate engagement. This includes readiness and proficiency at facilitating virtual stakeholder listening sessions, first-round candidate interviews and the majority of a finalist's campus visit, when necessary. We welcome the opportunity to discuss our observations and experience adapting executive searches in the time of COVID-19 and the most appropriate ways to do so for Westfield State.

If selected to be your search partner, I am confident we will find the ideal candidate for the Westfield State community, one who possesses the skills to help the university continue to be an educational, cultural, economic and social nexus for the Commonwealth and the region. We would be happy to answer any questions you may have and talk further with you about our services. It would be a pleasure and an honor to serve Westfield State University.

Sincerely,



Lucy A. Leske
Senior Partner
WittKieffer
(508) 680-1268
lleske@wittkieffer.com

Observations and Experience

As experts in strategic leadership, WittKieffer has cultivated a proven and meaningful approach to executive search throughout our 50-year history, specifically designed for the non-profit sector and predominantly executed in coordination with organizations in the higher education, healthcare, academic medicine, life sciences and not-for-profit industries in pursuit of C-suite leadership.

The presidential leadership search process presents an opportunity for an institution to reinvigorate its sense of community, strengthen ties to the surrounding region and its alumni, reaffirm its mission and prepare for the future. WittKieffer's education recruitment team identifies higher education leaders who understand the complex issues facing both public and private institutions today: resource constraints and economic challenges; demographic changes; campus activism around national issues; shifting national higher education policy; and increased scrutiny by boards, faculty, students and families about the return on investment and employment opportunities for graduates. Our consultative approach to the search process includes specialized expertise, a far-reaching network of contacts and a process tailored to each institution. Stewardship during the transition of leadership is our hallmark.

Westfield State's upcoming presidential search presents important opportunities to engage and unite its community at a time of significant uncertainty, to reaffirm its mission and prepare for its future, and to create a platform for success for the next president that is rooted in a thoughtfully planned and well-executed search process. To support such an endeavor, we understand Westfield State seeks an executive search firm with a deep track record of success stewarding presidential searches as well as the ability to understand and represent an individual university's values and unique culture.

Regional comprehensive universities like Westfield State and their mission of access will be even more important as the world adapts to a new normal post COVID-19. As a buoy of the local economy, the next Westfield State president will not only serve as a major leader in the community but will also be responsible for developing an educational experience to meet the needs of a new economy and help spur regional development. The president must possess skills, competencies and perspective that are different from those when the university conducted its last presidential search five years ago. WittKieffer's approach focuses on the evaluation of key competencies that are important for your institution as we work with you to assess the potential for the candidates' success.

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

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

Resources

With locations in major metropolitan areas in the United States, our team of more than 90 consultants and 20 research experts provides deep insights into regional, national and global markets. Our best-in-class database includes more than 1,300,000 leaders, and its intuitive framework enables our team to pinpoint leaders based on specific criteria set forth by client constituents, adding unparalleled efficiency to every search.

Our Experience in Presidential Search

WittKieffer has supported leadership recruitment efforts for hundreds of prestigious colleges, universities and academic medical centers. In doing so, we access a substantive network of contacts inside higher education as well as among affiliated and related sectors. Following is an abridged list of presidential searches that WittKieffer has conducted, most in the last five years. Exceptions are indicated by date.

- Agnes Scott College
- Alfred University
- American Jewish University
- Augustana University
- Ball State University
- Bethany College
- Bloomsburg University of Pennsylvania
- California State University-Bakersfield
- California State University-Dominguez Hills
- California State University-East Bay (active)
- California State University-Northridge (active)
- Cedar Crest College
- Central Michigan University
- Chaminade University of Honolulu
- City University of New York Baruch College
- City University of New York Herbert H. Lehman College (active)
- City University of New York Queens College
- Clarke University
- College of William and Mary
- Colorado School of Mines
- DePaul University
- Eastern New Mexico University-Main Campus
- Edinboro University of Pennsylvania
- Elizabethtown College
- Elmhurst College
- Endicott College
- Fitchburg State University (2015)
- Florida Gulf Coast University
- Fort Lewis College
- Framingham State University (2014)
- Georgetown University in Qatar
- Georgia Southern University
- Georgia Southwestern State University
- Governors State University
- Hampden-Sydney College
- Hampshire College (2011)
- Jackson State University
- Lebanese American University
- Lebanon Valley College
- Millersville University of Pennsylvania
- New York Institute of Technology
- Northern State University
- Northwestern University in Qatar
- Ohio University
- Oregon Institute of Technology
- Oregon State University
- Otterbein University
- Penn State University Abington College (active)
- Providence College
- Robert Morris University
- Roosevelt University
- Saint Mary's College
- Saint Mary's College of Notre Dame
- Salem State University (2007 and 2017)
- Seattle University (active)
- South Dakota State University

- Southern Illinois University at Edwardsville
- Southern Illinois University Carbondale
- Southern Illinois University System
- St. Bonaventure University
- St. Francis College
- St. Norbert College
- St. Thomas University
- Stetson University
- Towson University
- University of Akron
- University of Arkansas at Monticello
- University of Cincinnati
- University of Connecticut (2010)
- University of Dallas
- University of Evansville
- University of Hawaii at Hilo
- University of Lynchburg
- University of Massachusetts Amherst (2012)
- University of Minnesota-Morris
- University of Nevada, Reno (active)
- University of New England
- University of New Orleans
- University of North Carolina Asheville
- University of South Dakota
- University of Tennessee
- University of Texas at San Antonio
- University of Vermont
- University of Washington
- University of West Georgia
- University of Wisconsin-Green Bay
- University System of Maryland
- Western New England University
- Whittier College
- Young Harris College

Our Approach

We bring expertise and experience in each area of presidential leadership. Specifically, we:

- Provide a national perspective on requisite skills and experience for presidents of colleges and universities today and in the future
- Anticipate organizational, management, political and/or interpersonal challenges that could derail the search; our experience working through these issues is unmatched
- Manage the process with an aggressive schedule at the start of the search, including specific dates for meetings, candidate presentations and interviews
- Prepare and coach you through candidate interviews
- Communicate regularly regarding our progress via phone, email and site visits; provide fast “first alerts” to any circumstances that may affect the outcome
- Ask you to be candid in sharing organizational, strategic, market and/or management information relevant to the search

Search Process Overview

Below is a description of our search process. Importantly, we would tailor the Westfield State University search to the needs, preferences and schedule of the Board and search committee.

Planning and Preparation

We commence the search by conducting meetings onsite or online, if needed, with key stakeholders and decision makers, starting with the search committee, Board, university leadership, faculty, staff, students and others. These meetings assist us in gaining an overall perspective of the environment in which the next president will operate and shed light on any sensitive issues that might affect the recruitment strategy. Our findings will also help to benchmark the qualifications essential for the role and serve as the foundation for both the search strategy and the eventual transition for the successful candidate. We supplement live conversations with electronic surveys, accessible to all, to collect additional input.

We prepare a comprehensive leadership profile, which articulates the collective vision, perspectives and requisite qualifications identified by the Board, search committee, faculty and other stakeholders. We work with the search committee to ensure that the document is aligned with expectations for the role and Westfield State culture. As the search gets under way, we will draw on the leadership profile and upon insights gained during our campus interactions to convey a full and compelling sense of the position to prospective candidates. We manage these opening stages to propel rather than impede a quick start to your search.

Key Deliverables

- Provide institutional needs analysis and general consultation
- Identify critical leadership competencies according to strategic priorities
- Develop project communication plan and search timeline
- Develop leadership profile and facilitate search committee approval
- Propose recruitment strategy based on Westfield State's objectives
- Recommend and implement broad and targeted advertising strategy

Candidate Sourcing, Assessment and Stewardship

Our firm's resources and extensive networks provide us with direct access to academic leaders, education innovators and thought leaders across the country and around the globe. A combination of broad and targeted personal outreach enables us to identify exceptional, diverse candidates both in and beyond higher education institutions, including many who would likely go unnoticed by firms that largely rely on candidates from prior searches. We conduct original research for each search as well as curate a list of prospective candidates from our networks based on the information gathered during the planning and preparation phase.

We conduct in-depth behavioral interviews with each screened candidate to assess the seriousness of interest and potential for success in the position. We evaluate all candidates in the same thoughtful, comprehensive manner, treating internal candidates with particular sensitivity. We provide the search committee with convenient and secure access to Workzone, our intuitive, protected web portal where confidential candidate materials are posted. Ultimately, we convene with the search committee to discuss the most qualified candidates at length.

Key Deliverables

- Maintain frequent communication with the search committee chair as desired
- Engage in proactive outreach to high quality sources and desirable prospects
- Acknowledge and process nominations and applications
- Conduct comprehensive leadership history evaluations prior to presenting candidates
- Deliver highly qualified candidates and corresponding materials to the search committee

Interview Preparation, Support and Coordination

We work collaboratively with the search committee to narrow the candidate pool to a select group of individuals who merit additional consideration, then help the committee prepare for and conduct first-round candidate interviews. We participate onsite or online to facilitate and help conduct the interviews, managing as much of the candidate interactions as you prefer. We provide feedback throughout the candidate interview process as well as ongoing guidance once finalists are selected.

Key Deliverables

- Facilitate search committee selection of candidates to interview
- Draft tailored interview questions and share candidate review tools and methods
- Assist onsite with interview and candidate logistics
- Facilitate committee deliberations and selection of finalist candidates

Candidate Due Diligence

Given the importance of this recruitment, we take extensive measures to mitigate risks inherent in any search process. As part of our candidate due diligence process, we conduct sophisticated personal referencing with multiple contacts; comprehensive media and public record reviews; verification of employment history and education credentials; and screening for prior allegations of harassment or discrimination. In addition, we strongly encourage credit, driver's license and criminal background checks on the finalist(s).

Key Deliverables

- Conduct in-depth referencing
- Verify candidate credentials and employment
- Conduct media checks and investigate additional public media sources
- Screen for prior allegations of harassment or discrimination
- Administer comprehensive assessments for finalist candidates if desired

Appointment

Our team can assist with scheduling for finalist interviews and provide guidance on candidate and/or spousal/partner visits and other activities important to candidates and their families. Westfield State maintains complete authority in the selection of semi-finalists, finalists and the candidate(s) of choice. Once you decide to extend an offer, we can advise on terms, salary, benefits and relocation based on our experience in negotiating executive compensation packages. As an element of our partnership, we offer counsel to help clients smoothly transition new leadership.

Key Deliverables

- Advise on terms, salary, benefits and relocation
- Transition and onboarding support

Advancing Leadership Diversity

WittKieffer has a longstanding commitment to and history of success in advancing diverse leadership. We identify prospects through a network of relationships built on trust over many years. We seek out leaders who champion diversity, act as catalysts for inclusion and equity on campus, educate constituents on its advantages and strengthen community partnerships. We also identify and seek leaders from institutions that have had great success not only in cultivating diverse faculty and attracting a diverse student body, but also in developing programs that strengthen awareness and inclusiveness across campus and in the community.

As a result, WittKieffer conducts more searches for chief diversity officers than any other firm in the country. We have successfully completed more than 40 such searches in the last three years alone. Moreover, our trusted network of top diversity and inclusion leaders is an invaluable resource that informs our outreach in every academic leadership search we conduct.

WittKieffer is a member of and works with the National Association of Diversity Officers in Higher Education. In addition to advertising in the NADOHE journal, WittKieffer has sponsored and spoken at NADOHE's annual conference. We also work with other organizations and media outlets to identify potential candidates and regularly advertise and network with them, including *Diverse: Issues in Higher Education*, *Women in Higher Education*, *Hispanic Outlook*, *Journal of Blacks in Higher Education*, *Insight into Diversity* and the Hispanic Association of Colleges and Universities.

In addition, our consultants have been invited to work with many groups within the American Council on Higher Education, including the Fellows Program, the Center for Advancement of Racial and Ethnic Equity, the Office of Women in Higher Education and the Center for Effective Leadership. These relationships help us to source and identify strong, diverse leadership on behalf of our client institutions.

Results

- During the past five years, 22% of WittKieffer's executive placements in higher education have been people of color and 39% have been women.
- A combined 52% of WittKieffer's executive placements in higher education are women and/or people of color.

Best Practices: Executive Assessment with Onboarding

As part of our evidence-based approach to recruitment, WittKieffer, through our partnership with CMA Global, Inc., offers leading selection assessment and post-hire assimilation services. CMA conducts more than 10,000 leadership assessments annually through their team of 20 PhD, licensed psychologists. Together, our comprehensive, psychologist-led assessment services transcend today's industry standard through a multi-dimensional approach. Our partnership with CMA combines best-in-class scientific instruments with client and role-specific insights and analysis. Our team will integrate critical findings from the discovery phase of each search to

customize the assessment process, and further, extend our support to have an active, supporting role during the onboarding process.

Our approach includes the following activities and deliverables for each finalist candidate:

- Pre-assessment interview between each candidate and a PhD, licensed psychologist
- A comprehensive set of assessments (described below)
- A debrief session with the Search Chair/hiring authority prior to finalist interviews
- Custom questions and interview strategies based on assessment findings, as desired

WittKieffer/CMA Onboarding Support for Candidate of Choice

- A 90-minute debrief and feedback session with the placement prior to or at the commencement of their employment. This session will support the leader early in their transition, elevating their self-awareness regarding their strengths and behavioral tendencies, helping them calibrate pace and overall approach to the culture and the articulated measures of success for the role.
- A planning session with the placement and hiring authority in the first month to ensure a smooth transition. This session helps solidify the partnership between our placement and their supervisor, reviewing assessment information, identifying supports and establishing approaches that align to the articulated goals for the role and best position the leader for success.
- A meeting with the placement at 100 days post-hire. This is a milestone time for when a new leaders reflect on their first 90 days to calibrate their approaches and progress. WittKieffer's search team leader and a CMA licensed psychologist will meet with the placement to discuss progress, potential needs/supports, helping ensure early, successful assimilation into your organization and the community.

Our comprehensive set of assessment instruments include:

- **Watson Glaser Critical Thinking Questionnaire (WG):** Assesses how a person processes and critically evaluates information
- **California Psychological Inventory (CPI):** Assesses and compares the candidate to the general population on several job-related personality factors such as dominance, achievement, responsiveness
- **Motivation Questionnaire (MQ):** Describes the extent to which a number of factors motivate an individual (such as hard work, commercial outlook, recognition, etc.)
- **Leadership Effectiveness Analysis (LEA):** Indicates what the candidate emphasizes in leading and managing people and tasks

Preliminary Search Timeline

At the outset of the search, we will develop a detailed timeline and work plan according to your needs and preferences as well as other relevant factors such as the academic calendar, impending holidays and other external factors or constraints. We agree on a search timeline with clearly defined steps. At the same time, we remain nimble and flexible should unexpected institutional or external factors require modulating the schedule or approach. Below is a sample timeline for illustrative purposes.

Start-up Activities 1 to 2 days	WittKieffer engages Westfield State leadership and other key stakeholders to understand the opportunity and inform the leadership profile.
Development of Leadership Profile and Recruitment Strategy 2 weeks	WittKieffer prepares draft leadership profile and suggested recruitment strategy. The search committee provides input and approval.
Recruitment and Candidate Evaluation 8 to 10 weeks	WittKieffer engages in strategic national/global recruitment and sourcing, targeting potential candidates; reviews application materials' and conducts behavioral interviews of qualified and preferred candidates.
Candidate Review 2 to 4 hours	WittKieffer meets with search committee to review candidates and identify semi-finalists for interviews.
Semi-finalist Interviews 1 to 2 days	WittKieffer prepares search committee for first-round interviews and assists with selection of finalists for second-round interviews; verifies education, credentials and employment history.
Finalist Interviews 1 to 2 days	Finalists meet with additional constituents. WittKieffer conducts in-depth references. Candidate of choice identified from this round of interviews and negotiations commence.
Finalist Selection and Negotiations variable	When Westfield State is prepared to extend an offer, WittKieffer can advise and/or assist with negotiations.
Search Conclusion variable	Final candidate accepts offer. Appointment announced. WittKieffer can assist with and support transition.

Your Search Team

Like Westfield State, WittKieffer's work is driven by a commitment to excellence fueled by collaboration. The firm's approach by design — and, as a result, its reputation — are built on teamwork. Your dedicated search team would be Lucy Leske, Robert Luke and Christine Pendleton.



Through her executive search work, writing, speaking and professional activities, **Lucy Leske** continues to make an indelible imprint upon the higher education landscape. An executive recruiter since 1992 – and with WittKieffer since 1998 – Lucy has supported the hiring of hundreds of administrators who are helping to shape and position their institutions for the future.

During her tenure with WittKieffer, Lucy has led a broad range of searches, including presidential, vice presidential, decanal and provostial searches. Her areas of expertise include presidential and CEO positions; academic leadership in arts and sciences, law, engineering, education and business; finance and administration; inclusion and diversity; international leadership; and advancement and philanthropy.

She has published national articles and presented at professional conferences sponsored by the American Council on Education, the National Association of Diversity Officers in Higher Education, the Millennium Leadership Institute of the American Association of State Colleges and Universities, Association of Public Land Grant Universities and TIAA-CREF Institute. Her topics have included leadership transition and assessment, professional development for women and underrepresented individuals and the recruitment and retention of staff.

Lucy is past co-chair of the WittKieffer Diversity Council and works with clients to enhance diversity and inclusive excellence in leadership recruitment. She has played a key role in expanding WittKieffer's international executive search practice. She served for ten years on the Board of Trustees at Mitchell College in New London, Connecticut, and on numerous boards and committees related to environmental and community sustainability in her hometown of Nantucket, Massachusetts.

Education

B.A., Biological Sciences, Mount Holyoke College, South Hadley, MA

Certificate of Completion, Ecology, Marine Biological Laboratory, Woods Hole, MA



Robert Luke, consultant, joined WittKieffer in 2013 from George Washington University, where he managed special projects and initiatives on behalf of the president, provost and board of trustees.

Since coming to WittKieffer, Robert has developed an expertise in academic, finance, development and alumni relations searches. He has particular experience placing deans of architecture, science and engineering, business and social work and social policy. As an active firm citizen, Robert is a member of the Education Practice Operating Committee where he leads efficiency efforts on behalf of the practice. Robert also leads and contributes to a broad range of committees, working groups and initiatives

aimed at best serving client needs. Robert has received two firm-wide awards, recognizing his clients' satisfaction and his exemplification of the firm's values and ideals.

A native Floridian, Robert started his career nearly 20 years ago working in politics. He served as the deputy campaign manager on a winning U.S. Senate campaign and as a staff member in the U.S. Senate.

Education

M.A., George Washington University

M.P.S., George Washington University

B.A. with Honors, University of Central Florida



Christine J. Pendleton exemplifies WittKieffer's spirit of professional dedication and commitment to clients. Based in the firm's Oak Brook, Illinois, office, Christine works to identify presidents, chancellors, provosts, vice presidents, deans and chief diversity officers on behalf of top colleges and universities, as well as key senior leaders in non-profit organizations.

Christine is the co-chair of the firm's Diversity Council and the director of its Community Fund. She was the recipient of WittKieffer's 2017 Quality Award and has also received the firm's Values and Mission awards.

Prior to joining WittKieffer, Christine worked at a community-based education, career development and supportive services organization in Chicago. In her role, she was responsible for developing and implementing fundraising, marketing, communications and program growth plans.

In addition to her professional work, Christine devotes a significant amount of her time to community service activities. She has served as a volunteer consultant for local and national non-profit organizations in strategic planning and marketing. She is a former member of the board of directors of the Junior League of Chicago and is a member of Delta Sigma Theta Sorority, Inc.

Education

M.A., Writing, DePaul University, Chicago, IL

B.A., English Education, magna cum laude, Bennett College, Greensboro, NC

Research and Administrative Support

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

In addition, we assign a dedicated executive search coordinator to each engagement, who ensures optimal project management support. Responsibilities include tracking our internal search processes, coordinating client and candidate interviews, scheduling client meetings and communicating directly with the committee's designated search liaison, among other important duties.

Fees and Terms

WittKieffer holds a current agreement with the University of Massachusetts System. The following pricing terms are consistent with contract #CP17-JH-0101.

Professional Fees

Professional fees are 31% of the first year's total compensation including base salary and projected bonuses for which the individual is eligible, with a minimum fee of \$60,000. We will work closely with you to discuss market-related compensation issues at the outset of the engagement. At the conclusion of the search, we will adjust our fee up or down, depending on actual total compensation.

Indirect Expenses

The fixed job expenses are 9% of the professional fee, with a maximum fee of \$7,000 per job. These expenses are for administrative support, verifications, media checks, database access, communications and research services that are not easily identifiable by project.

Direct Expenses

Out-of-pocket expenses are charged at cost and generally include staff and candidate travel and accommodations, courier services, advertising, video conferencing, publications, education verification, outside printing and external expenses directly related to your search.

Background Checks

We use the Mintz Group, a leading provider of background checking and due diligence services, to conduct background screenings, including verification of employment, academic degrees, professional licenses and certifications, and review of public sources for relevant information for all those candidates, internal and external, advancing to client interviews. In order to ensure compliance with the Fair Credit Reporting Act and to commence the background check the Mintz Group requires Witt/Kieffer Inc. and its clients each to sign the End User Certification form.

In addition to the background check conducted by the Mintz Group, as the hiring agent, you are strongly encouraged to conduct credit and criminal background checks on the finalist(s). We can refer you to reliable consumer reporting agencies if you would like.

Optional Services

WittKieffer offers a flat rate for selection assessment and early onboarding services billed at \$9,000 per engagement. Our package includes the administration of a comprehensive set of best-in-class assessments for all finalist candidates, debrief sessions with the hiring authority and ultimate placement, and ongoing support through the early stages of onboarding.

As an alternative, client may opt to apply these services to the candidate of choice, following a successful hire. The flat fee for this option is \$3,000.

Billing Arrangements

The first billing of one-third of the estimated professional fees and for fixed expenses will be submitted at the start of the search. Two additional billings of the professional fees and out-of-pocket expenses will be submitted at 30 and 60 days. Invoices for additional expenses will be submitted monthly thereafter. A final statement at the conclusion of the search will adjust, as necessary, fees and expenses incurred and payments received. Invoices are due within 30 days. All bills must be paid within 60 days of the close of a search to activate the quality guarantee.

Cancellation and Other Related Policies

If you decide to hire an additional candidate from the pool as a result of this search assignment, there is a professional fee add-on of 20% of the first year's total compensation including base salary and projected bonus. The professional fee applies to an individual hired within six months of the close of the search.

In addition, if the search is delayed by more than 30 days or the specifications for this search assignment are substantively changed, an additional fee for either event may result. If, for any reason, you cancel the search prior to successful completion, you are responsible only for the professional fees billed to date, plus actual expenses.

A search that is suspended or placed on-hold may be re-started within six months of this proposal if the search is for the same position stipulated in this proposal. A search placed on-hold for more than six months will be considered cancelled; any search that is re-started may be subject to additional search fees. The firm's guarantee applies only to the search described in this proposal, and may not be applied to different searches.

Your Quality Guarantee

Recognizing the importance that you place in WittKieffer conducting the presidential search, we are pleased to extend our quality guarantee. If the executive WittKieffer places at your organization ceases to be employed by Westfield State University in any capacity within one year of his/her commencement of employment, WittKieffer will search for a replacement to fill the original position at no additional professional fee.

WittKieffer shall receive notice of the need for a replacement search promptly from the client and no later than 30 days after departure of the placement. Activation of the guarantee is based upon the client's notification to WittKieffer of the departure. Based upon discussion between the client and WittKieffer, a mutually agreed upon start date for the replacement search should occur within a reasonable period, but no later than 90 days from the departure date of the placement.

There should be no material change in the leadership profile for the replacement search. Our guarantee excludes those situations where the placement departs due to organizational realignment, department restructuring, material changes in the position, death or disability. Additional out-of-pocket expenses associated with the replacement search will be charged in the same manner as the original search.

References

The following is a representative list of individuals and institutions who may be contacted for reference information regarding recent, relevant search assignments WittKieffer has conducted.

Mr. Joe Cooper

Former Chair, Board of Trustees and Chair, Presidential Search Committee

Stetson University

DeLand, FL

Joecoop1@me.com

(614) 264-6585

Mr. Kevin Kim

Trustee and Chair, Presidential Search Committee

CUNY Queens College

New York, NY

Kkim2020@gmail.com

(917) 701-5093

Mr. Ken Rickson

Chair, Board of Trustees and Chair, Presidential Search Committee

Western New England College

Springfield, MA

kmrickson@charter.net

(413) 531-6870

Mr. Ernest "Sandy" Santin

Trustee and Chair, Presidential Search Committee

Endicott College

Beverly, MA

emsantin@gmail.com

(978) 621-4142

Ms. Beverly Wyse

Trustee and Co-Chair, Presidential Search Committee

Olin College of Engineering

Needham, MA

Beverly.wyse14@gmail.com

(425) 974-9170

The WittKieffer Advantage

We are experts at identifying outstanding leadership for mission-driven institutions. For us, a successful search is about much more than filling a role — it's about bringing transformational leadership to your institution. We hold ourselves to the highest standards of excellence in providing a search experience distinct from any other.

We Share Your Values

We serve our clients with integrity and a commitment to excellence and a deep respect for teamwork and diversity. We understand that the way in which we conduct our work is a reflection not only on us but on you. We treat each of our clients and every candidate precisely as we treat colleagues in our firm — with dignity and respect. We believe that all organizations, including ours, benefit from and are strengthened by a diversity of thought, experience and perspective.

Our Expertise Comes from Experience

We understand the changing landscape of higher education and the complexities, challenges and opportunities that institutions face today because we have faced them ourselves. Experience makes a difference. We are able to understand our clients and their needs quickly and deeply, and we can articulate leadership opportunities to candidates in an authentic, comprehensive and compelling way.

We Work Better by Working Together

Partnership is paramount in every search we do. Every member of your WittKieffer search team is personally invested in the success of your search. Our team becomes part of yours, bringing exceptional expertise, informed perspectives and unmatched resources to each engagement. We thrive on collaboration, tailoring our approach to your unique needs. We provide thoughtful counsel and decision support throughout the process, and our deep due diligence mitigates risk in decision-making. As your partner in executive search, our success depends on yours.

Working Together to Recruit an Exceptional President for Westfield State University

Shared values, deep experience and exceptional partnership distinguish WittKieffer in higher education executive search.

Lucy A. Leske | Robert W. Luke | Christine J. Pendleton

WittKieffer

Presidential Search Tasks

	TASK	RESPONSIBLE PARTY	TARGET DATE
Search Commencement	<p>Announcement of the need to initiate a search</p> <ul style="list-style-type: none"> Board to inform the state's Commissioner of Higher Education 	Board of Trustees	
	<p>Appointment of search committee</p> <ul style="list-style-type: none"> Chair At least three Trustees At least one individual from major constituencies (students, faculty, professional staff, non-unit staff and support staff) One voting member to be appointed by the Commissioner 	Board of Trustees and Commissioner of Higher Education	
	<p>Charge to search committee</p> <ul style="list-style-type: none"> Expected work product/deliverable (e.g., one recommended candidate, no fewer than two finalists unranked, etc.) Appropriate balance of confidentiality and transparency commensurate with the state's Open Meeting Law 	Board of Trustees	
	<p>Key early decisions for search committee</p> <ul style="list-style-type: none"> Required credentials and experience (e.g., academic credentials, nature of previous experience, etc.) Provision of tenure (if so credentialed) and methodology for approval When candidates will become known to institutional community (in accordance with Open Meeting Law) Include spouses/partners in final interview process? Search methodology (e.g., timetables, deadlines, meeting plans, credential review, interviews, etc.) Advertising plan 	Search Committee, facilitated by WittKieffer	
	<p>Logistics</p> <ul style="list-style-type: none"> Create meeting agendas Creation of presidential search page on institution's website 		

Presidential Search Tasks

	TASK	RESPONSIBLE PARTY	TARGET DATE
Search Commencement	<ul style="list-style-type: none"> Provide catering <i>Location and catering contracts should be executed as soon as interview dates are confirmed.</i> Select and reserve locations for meetings Create press releases 	Westfield State Staff, WittKieffer and Search Committee Chair	
	<p>WittKieffer startup meeting/due diligence</p> <ul style="list-style-type: none"> Meet with search committee to discuss search process and methodology Listening meetings with key constituencies: board, faculty leadership, senior academic leadership, senior administrative leadership, student leadership, key external constituents (e.g., alumni, donors, community leadership, etc.) and more as appropriate Provide feedback loop to search committee for discussion (possibly through a survey instrument) 	WittKieffer	
Development of Position Requirements/ Profile/Advertising	<p>Provide background on university for leadership profile</p>	Search Committee/ Westfield State Staff	
	<p>Draft materials</p> <ul style="list-style-type: none"> Leadership profile Advertisement Provide options for ad placement 	WittKieffer	
	<p>Review and approve materials</p>	Search Committee/ Commissioner/Board of Trustees	
	<p>Place advertisements</p>	WittKieffer	
	<p>Announcement to the community for nomination of candidates</p> <ul style="list-style-type: none"> Set protocol for occasional updates to the community Set expectations for the search process and timing 	Search Committee	

Presidential Search Tasks

	TASK	RESPONSIBLE PARTY	TARGET DATE
Implementation of Search Process and Procedure	Market the opportunity and recruit candidates <ul style="list-style-type: none"> Outreach to prospects, including email sourcing Direct contact with high-potential candidates, usually via telephone Mine institutional database for alumni and other constituents of potential interest Seek nominations from leaders at colleges and universities similar to Westfield State 	WittKieffer	
	Provide candidate referrals	Westfield State Community	
	Respond to applications and expressions of interest <ul style="list-style-type: none"> Acknowledge receipt of credentials Post materials on secure website hosted by WittKieffer Keep records of candidate interactions, questions, etc. Release candidates from the search periodically per search committee decision 	WittKieffer	
	Provide periodic updates to the institutional community, usually via the presidential search website	Search Committee Chair	
	Compile additional information to be shared with candidates invited for interview <ul style="list-style-type: none"> Provide links and other information 	Westfield State Staff	
	Conduct in-depth interviews with the most promising candidates	WittKieffer	

Presidential Search Tasks

	TASK	RESPONSIBLE PARTY	TARGET DATE
Interview Stage	<p>Logistics</p> <ul style="list-style-type: none"> Select and reserve locations for interviews Provide catering <p><i>Location and catering contracts should be executed as soon as interview dates are confirmed.</i></p> <ul style="list-style-type: none"> Provide guidance to candidates on travel logistics Create candidate itineraries 	<p>Westfield State Staff</p> <p>WittKieffer</p>	
	<p>Review of candidate credentials</p> <ul style="list-style-type: none"> Create meeting agenda WittKieffer presents assessments, based on interviews and collateral candidate information WittKieffer will help draft an evaluation worksheet for the committee Search committee chooses candidates for preliminary interviews WittKieffer supplies draft of interview topics; search committee reviews, revises, finalizes topics 	<p>Search Committee/ WittKieffer</p>	
	<p>Verification of degrees and previous employment; media (e.g., online) check; screen for prior allegations of harassment or discrimination</p>	<p>WittKieffer</p>	
	<p>Conduct first-round interviews</p> <ul style="list-style-type: none"> WittKieffer arranges all logistics for candidates interviews and attends (onsite or online) Search committee conducts the interviews, assesses the candidates 	<p>Search Committee</p>	
	<p>Choose finalists (3-5) to recommend to the Board of Trustees</p>	<p>Search Committee</p>	
	<p>Multiple references conducted</p> <ul style="list-style-type: none"> On- and off-list Discuss search committee's interest in making reference calls in addition to WittKieffer's effort 	<p>WittKieffer</p>	

Presidential Search Tasks

	TASK	RESPONSIBLE PARTY	TARGET DATE
Interview Stage	Interview of finalists <ul style="list-style-type: none"> Finalists interviewed by Board of Trustees open session (Board of Higher Education and the Commissioner may also interview finalist) Identify and support household/partner/spouse relocation needs Gather feedback from those interacting with the candidates (WittKieffer can help with online survey instrument) WittKieffer provides counsel throughout 	Board of Trustees/ Board of Higher Education/Search Committee/Westfield State Staff	
	Board of Trustees votes to recommend the appointment of a president in open session	Board of Trustees	
	Board of Higher Education and Commissioner review and approve the Board of Trustees' recommended candidate for appointment	Board of Trustees/Board of Higher Education	
Final Stages	Negotiation/offer to selected candidate <ul style="list-style-type: none"> WittKieffer is prepared to assist with the preparation of the offer and the negotiation as requested Execute tenure process if applicable 	Chair of the Board of Trustees	
	Develop transition/orientation plan for new president <ul style="list-style-type: none"> Plan for public announcement of the appointment Consider empanelling a transition committee of key institutional leaders and constituents to plan onboarding WittKieffer is available to provide counsel 	Board of Trustees and Transition Planning Team	
	Announcement of new president	Board of Trustees	
	Execute onboarding plan	Search Committee/ Board of Trustees	

WittKieffer understands the critical role that institutions across the global education landscape play in transforming the world around us — in shaping the minds of tomorrow, catalyzing discovery and innovation, and expanding the limits of knowledge. Our deep commitment to education leadership drives our commitment to our clients.

WittKieffer

Executive Search Proposal

WESTFIELD STATE UNIVERSITY

President

June 10, 2020

- **Proposal Letter**
 - The Firm and Why We Have Been Successful
 - Our Relevant Experience
 - Our Disciplined Approach
 - Search Timeline
 - Commitment to Diversity, Equity, and Inclusion
 - Proposed Team
 - Fee Structure
 - Closing Thoughts
- **Team Biographies**
 - Rebecca Kennedy
 - Kathryn Barry
- **Higher Education: Presidents and Chancellors (2015-Present)**
- **Fees and Expenses**

June 11, 2020

Mr. Gary Dugan
Director of Procurement & Administrative Services
Westfield State University
577 Western Avenue
Westfield, MA 01086

Emailed to: gduggan@westfieldstateuniversity.mail.onmicrosoft.com

Copied to: jbeal@westfieldstateuniversity.mail.onmicrosoft.com

Dear Mr. Dugan:

Thank you for the opportunity to present our services for your consideration in the search for the next president of Westfield State University. Isaacson, Miller (IM) and our proposed team members specifically have been privileged to serve the University on several previous occasions, including searches for the Vice President for Student Affairs and founding deans of the Colleges of Mathematics and Sciences; Arts, Humanities, and Social Sciences; and Education, Health, and Human Services. It would be an honor to partner with Westfield State on this search for a successor to President Torrecilha, and we would welcome the chance to work with you to identify your next president.

As the first public co-educational college in America without barrier to race, gender, or economic class, now more than ever before, Westfield State holds a distinct position in the higher education landscape. Nevertheless, this recruitment will take place during an unprecedented global health crisis. In developing the search strategy, it will be paramount that we prioritize the need to be adaptable and proactive in order to stay ahead of and respond to the evolving restrictions on the ways we can safely interact. Currently, IM is sustaining search momentum by embracing technology and exercising flexibility and creativity, especially during the final search phases. The past few months have proven vividly that in order to attract the best candidates—and not just those looking to leave their current positions—we must be particularly attuned to newly emerging issues of institutional loyalty during crises, an overall feeling of uncertainty and risk aversion, and the more mundane but equally complex issues of relocating families. We are prepared to manage these factors and believe we are uniquely qualified to lend a sensitive approach to recruiting candidates in this current climate, which is likely to continue for some time. As the University approaches its 200th anniversary, courageous, innovative, and strategic leadership will be required to lead Westfield State into the future.

We believe that IM's experience, expertise, and approach to executive search would serve you well in finding the exceptional leader needed in these challenging times. As you weigh your alternatives, we hope you will consider the following information about our firm, our relevant experience, our process, and our team. You may also visit www.imsearch.com for information on our current searches and recent placements.

THE FIRM AND WHY WE HAVE BEEN SUCCESSFUL

IM was founded in 1982 to recruit exceptional leaders for mission-driven organizations; today, we have approximately 200 full-time employees in our Boston headquarters and offices in Los Angeles, Philadelphia, Portland (Maine), San Francisco, and Washington, DC. We conduct searches across the entire civic sector, with approximately two-thirds of our practice focused on higher education leadership. We undertake more than 350 executive searches each year and have completed more than 7,300 searches in the past 38 years.

In 2019, 83% of our searches were for organizations that returned to IM for additional searches after being pleased with our past results. We believe the following factors contribute to our high client satisfaction:

- We devote special care to grasping the history, strategic challenges, and organizational culture of each client, and to developing a customized research plan for each search. We do not think of ourselves as autonomous “recruiters” but rather as extensions of our client organizations, seeking the best, most qualified leaders to join their communities and build organically on their good work.
- We maintain close contact with our clients from the start. Throughout the search, we maintain contact through scheduled meetings, regular check-in calls, and responsive availability at any time we are needed. Our process is transparent. We keep the search committee and decision makers informed about our networking and contact with candidates, enabling us to give you feedback from the marketplace about Westfield State, as well as documenting for you the depth and breadth of our outreach.
- We recruit deep and diverse candidate pools and stay close to them throughout the process. We attend carefully to understanding the strategic challenges of our clients. We then use that knowledge and our extensive networks to identify and recruit candidates with the skills and experience needed to meet those challenges—especially those candidates who are not seeking a new position. With your guidance, we will recruit experienced university leaders, as well as exceptional leaders from other organizational settings, both public and private.

OUR RELEVANT EXPERIENCE

We have included a listing of recent higher education president and chancellor searches completed by IM. We would like to call particular attention to the breadth of our practice as it pertains to prominent universities and liberal arts colleges.

- California State University, Fullerton – President (2019)
- California State University, San Marcos – President (2019)
- The City College of New York – President (2017)
- Duke University – President (2016)
- Elizabeth City State University – Chancellor (2018)
- Fisk University – President (2017)
- The George Washington University – President (2017)
- Hobart and William Smith Colleges – President (2019)
- Lincoln University of Missouri – President (2018)
- Purchase College (SUNY) – President (2020)
- Morehouse University – President (2017)
- New York University – President (2014)
- Northern Kentucky University – President (twice, most recently 2017)
- Plymouth State University – President (2015)
- San Francisco State University – President (2019)
- Sonoma State University – President (2016)
- Spelman College – President (2015)
- State University of New York at Geneseo – President (2014)
- Tufts University – President (twice, most recently 2010)
- Union College – President (2018)
- University of California, Berkeley – President (2017)

- University of California, Davis – President (2017)
- University of Maryland, College Park – President (2020)
- University of Massachusetts-Boston – Chancellor (2017)
- University of Massachusetts-Dartmouth – Chancellor (2017)
- University of Massachusetts-Lowell – Chancellor (2015)
- University of Missouri, Columbia – Chancellor (2017)
- University of Nebraska-Lincoln – Chancellor (2016)
- University of New Hampshire – President (2018)
- University of Southern California President (2019)
- University of Virginia – President (2018)
- Virginia State University – President (2015)
- Virginia Union University – President (2017)
- Washington State University – President (2016)
- Washington University in St. Louis – Chancellor (2018)
- Western Kentucky University – President (2017)

Our work with these institutions has prepared us well to assist you in this search for the next president of Westfield State. In addition, having successfully served public and private HBCUs on recent presidential searches, we come to this project with knowledge of and access to many of the top leaders in public and private universities, HBCUs, the Thurgood Marshall College Fund and UNCF institutions, PWIs and faith-based institutions. Our database and networks prepare us with not only current knowledge of the potential field of candidates, but also with commentary and evidence collected over the years about how they have performed in their roles and about their leadership styles and abilities. Our knowledge of these individuals is, we believe, second to none.

OUR DISCIPLINED APPROACH

IM's search process is simple but disciplined. We explain it in detail to our clients, adapt it to their requirements, and ask them to join us as partners in its implementation. In brief, our searches consist of three essential activities—definition, candidate discovery, and selection.

Definition

Early in the search, we will learn from you, spending several days on the campuses in listening sessions and individual meetings with major internal and external constituencies across the academic, public, and private spheres, uncovering the core challenges, and identifying in greater detail what makes this job compelling and what constitutes success. Our goal is to internalize as much as possible the mission and culture of the Westfield State community so that we become extensions of our clients. We take pride in the fact that both clients and candidates alike comment on the nuances that we grasp and convey in the resulting narrative position profile that, once approved by the institution, supports our outreach.

Candidate Discovery

After the listening sessions and preparation of the position profile, we network assiduously. In a typical search, we contact hundreds of individuals as either prospective candidates or sources. With the largest and most comprehensive higher education search practice in the country, IM has the networks to identify the leaders with the experience needed to oversee a university as diverse as Westfield State. We interview individuals under consideration repeatedly and at length, so that by the time the search committee selects and meets with candidates, we will have developed as full a sense as possible of their history, motives,

aspirations, and the trajectory of their leadership learning. When our clients hire us, they expect us to know and understand the people we present for their consideration. We take this responsibility seriously. In addition, we maintain a secure search website where committee members can follow the progress of the search and access search documents such as resumes, letters of interest, prospect lists, and progress reports in advance of our meetings with the search committee.

Selection

We help in preparation for semi-finalist and finalist interviews, providing written and oral guidance on the interview process and proposing questions. We help to structure off-campus committee interviews, both to provide an opportunity for the candidates to learn more about the organization and the position, and for our client to learn more about each candidate. In the final stages of the search, we help our client make a well-informed decision and stay in close contact with the finalists to address their questions and concerns. Specialized and dedicated IM reference professionals conduct as many as 10 thorough references (on-list and off-list) on the finalists, in the form of extensive conversations that yield many pages of commentary. IM believes that references are just as important as and often more important than someone's performance in a series of interviews. We speak with people who have been suggested to us by each candidate, and we speak with others who we believe will have direct and useful knowledge of the candidate's professional performance. These "off-list" references help to reinforce or refute the picture of the candidate we and our client have built to that point. Reference calls are half-hour to one-hour phone conversations, and we provide the decision maker with extensive notes on those calls.

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

SEARCH TIMELINE

We expect a presidential search to take about six months. In our experience, the factors most likely to affect the schedule will be the initial discovery phase, when we visit the client organization, interview stakeholders in person or by video, and develop a position profile that is then finalized with the search committee's input—and the selection phase, with finalist interviews, selection of the successful candidate, negotiation, and acceptance. These, in turn, are affected by the number and range of constituencies that must be included, the size and complexity of the university, and its prevailing customs and traditions with respect to making significant strategic decisions.

In light of current realities where in-person meetings may not be possible for several months, for our own candidate screening as well as client interviews, we use cloud-based video technologies to facilitate these sessions. We provide technical support and written guidance to both our search committees and candidates about how these meetings are best conducted and how to extract the most from these conversations. We are flexible and nimble and can adjust the format of listening sessions, interviews, and even finalist visits to accommodate the need for virtual meetings when necessary.

We would work with you to develop a timeline that both meets your scheduling requirements and has a high probability of success. We would recommend at least eight and optimally ten weeks for outreach and networking in order to develop a high quality, robust pool of candidates with a diversity of backgrounds and professional experiences. The remainder of the time required for the search is largely driven by candidate, search committee, and decision maker schedules.

COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

In every search, IM seeks to identify a diverse pool of candidates. Over almost four decades, we have established an extensive network of contacts who recognize that our commitment to diversity is genuine. We call and build upon this network in every search we conduct. In 2019—across all sectors—53% of our placements identified as women and 34% as people of color. Those who know that our commitment to diversity and inclusion is real and sustained are willing and helpful sources in future leadership searches.

In addition, we have a highly credible record of conducting searches for chief diversity officers in higher education and feel our work has given us a unique understanding of the current issues in diversity. As a founding member of the National Association of Diversity Officers in Higher Education (NADOHE), we have kept pace with the growth of the national membership and particularly with the members in New England, mid-Atlantic, mid-western, and western states. Another national association that could yield potential candidates or sources is the National Conference on Race and Ethnicity (NCORE). We can quickly access these memberships to promote this opportunity and identify prospective candidates and sources.

We know from our previous work with Westfield State that the University shares IM's commitment to diversity. It will be important for candidates to demonstrate that commitment as Westfield State continues to welcome a diverse student body and strives to have that diversity mirrored in the University's leadership, faculty, and staff. The single most important success factor in this endeavor is making a significant up-front investment of time to brainstorm, research, and identify a broad and diverse set of potential candidates. Consistent effort, raising diversity in all sourcing conversations, and thinking creatively and expansively about the types of institutions and leadership roles can ensure that the committee reviews a truly diverse pool of candidates.

PROPOSED TEAM

If selected to serve Westfield State, we—Rebecca (Becca) Kennedy and Kate Barry—would lead the IM team. We are both partners in the firm, and together, we would manage the search from the outset and be responsible for client and candidate management as well as the development of the overall search strategy. We would each be available to the search chairs as needed. Our brief biographies are attached.

Becca partnered with Westfield State on the four searches mentioned at the beginning of this letter. From this recent experience, she brings an understanding of the University and the campus culture that would inform our approach to the presidential search. In addition, she has led searches for a variety of academic and administrative leadership positions for other higher education institutions in the Commonwealth of Massachusetts, including assignments for Boston College, Northeastern University, Smith College, Tufts University, and University of Massachusetts Amherst, among others. Until recently, Becca resided in the Springfield area and maintains significant connections to the Pioneer Valley.

Kate has been with the firm for 15 years. She is based in IM's Boston office as well as her office in Albany, NY. She works exclusively in the higher education practice with a wide range of institutions, both public and private, and has led dozens of presidential searches for a number of the firm's most prominent clients. Her recent presidential searches include those for Purchase College (SUNY), Washington University in St. Louis, the State University of New York System, Hobart and William Smith Colleges, Union College, University of New Hampshire, and several community colleges among many others. In the last few years, Kate has also led academic leadership searches (provost and/or dean) for Cornell University, Dartmouth College, New York University, Tulane University, University of Chicago, University of Georgia, and the University at Albany.

In addition, the IM team would include:

- an experienced associate, who would assist with candidate outreach and serve as project manager;
- a search coordinator, who would provide scheduling, logistics, and other administrative support;
- a dedicated research specialist, who would participate in ongoing brainstorming sessions with the team to develop and refine our target list as needed; and
- a reference specialist, who would interview those references provided by the candidate and those from our own sources who are known to us and who have worked with the candidate.

IM is recognized for the high level of service and personal attention provided to our clients. This commitment to a high level of personal service means that we manage judiciously the number of search assignments that we take under management at any one time. Each of our proposed team members has the available capacity to dedicate to the successful completion of this search.

FEE STRUCTURE

IM works for clients on a retainer basis. Our fee is typically one-third of the amount that you agree to pay the hired candidate for the first year of employment, with a minimum fee of \$60,000, plus 11% of the base professional fee to cover indirect administrative expenses. Normally, we bill our professional fee in three successive, monthly installments, starting in the month we launch the search. In addition, we will bill monthly for customary direct reimbursable expenses including travel (when possible), advertising, and candidate expenses. Given our strong desire to serve Westfield State and the uncertainty surrounding COVID-19, we would be glad to discuss a mutually agreeable fee for this search.

CLOSING THOUGHTS

The selection of a president is the most important task of any board. We are sensitive to the heightened attention among the campus and alumni communities that will surround this effort. Although we would have much to learn about the opportunities for your next president, we are confident this role will attract interest from prospective candidates who learn all that Westfield State has to offer. At the same time, the president will face a rapidly changing higher education landscape, rising costs, and challenges that have emerged from the current pandemic. This necessitates a leader who can lead the campus in a strategic plan; articulate the value of a Westfield State education; inspire parents, students, and alumni; and secure philanthropic support.

It would be an honor for us to assist you in this important recruitment. We believe our background and experience serving Westfield State make us a compelling team who will support you well. We will present the very best leaders for your consideration as you make this critical decision for the future of the University. Please let us know if you have any questions about this proposal or would like additional information. We look forward to continuing the conversation.

With best regards,



Rebecca Kennedy
Partner
(617) 933-1934
rkennedy@imsearch.com



Kathryn S. Barry
Partner
(617) 933-1998
kbarry@imsearch.com

REBECCA KENNEDY
PARTNER

Becca has more than 15 years of experience recruiting leaders in higher education and nonprofit organizations. She specializes in functional leadership positions including research administration, technology transfer and commercialization, compliance, privacy, finance, and academic administration. She particularly enjoys recruiting individuals into newly created positions, such as the president and CEO of the UCLA Technology Development Corporation, senior director of privacy at Stanford University, and assistant vice president of Title IX compliance at Northeastern University.

Clients appreciate Becca's profound level of engagement and commitment to getting results. They also value her long history with search. She was a principal at Brill Neumann Associates prior to joining Isaacson, Miller in 2015. Her early work experience—as a teacher and counselor, and in administrative support—strengthens her understanding of the field of higher education.

Becca has attended and presented at the biannual American Council on Education National Women's Leadership forums and is a regular attendee of the Society of Corporate Compliance and Ethics Higher Education Compliance Conference.

Office Location

- Portland, ME

Education

- BA, University of Massachusetts Amherst
- MA, Goddard College

KATHRYN BARRY
PARTNER

Kate's practice at Isaacson, Miller focuses on academic leadership positions, including dozens of presidential searches for a wide range of clients. Since joining the firm, she has served large research universities, liberal arts colleges, technology institutes, HBCUs and community colleges. Public and private universities also look to Kate for provost and academic dean searches, with which she has extensive experience. Our firm's STEM practice is bolstered by her many searches in the field.

Prior to joining the firm, Kate was assistant director of alumni relations at Union College. Her role as the regional director for the college's largest alumni territories involved recruiting volunteers and cultivating donors. Before joining the alumni relations office, she worked in the college's admissions office. She is currently a member of the Board of Trustees at Union College.

Kate's passion for higher education is rooted in its profound impact on society as a vehicle for social justice, producer of new knowledge, and engine for innovation and discovery. This motivates her to produce the highest-quality work and find the best matches to ensure the success of the diverse array of institutions she serves.

Office Locations

- Boston, MA and Albany, NY

Education

- BS, Union College
- EdM, Harvard Graduate School of Education

**HIGHER EDUCATION: PRESIDENTS AND CHANCELLORS
SEARCHES FROM 2015 TO THE PRESENT****American University of Armenia***Yerevan, Armenia*

President

American University of Central Asia*Bishkek, Kyrgyz Republic*

President

Antioch College*Yellow Springs, OH*

President

Bay Path University*Longmeadow, MA*

President

Bellarmino University*Louisville, KY*

President

Boston Architectural College*Boston, MA*

President

Bowdoin College*Brunswick, ME*

President

California Institute of the Arts*Valencia, CA*

President

California State University San Marcos*San Marcos, CA*

President

California State University, Channel Islands*Camarillo, CA*

President

California State University, Chico*Chico, CA*

President

California State University, Fullerton*Fullerton, CA*

President

California State University, Stanislaus*Turlock, CA*

President

Central European University*Budapest, Hungary*

President

The City College of New York*New York, NY*

President

City University of New York (CUNY)*New York, NY*

Chancellor

Clark Atlanta University*Atlanta, GA*

President

Cleveland Institute of Music*Cleveland, OH*

President

Converse College*Spartanburg, SC*

President

County College of Morris*Randolph, NJ*

President

DePauw University*Greencastle, IN*

President

Dickinson College*Carlisle, PA*

President

Duke University

Durham, NC

President

Duke University Health System

Durham, NC

President & Chief Executive Officer, and
Chancellor for Health Affairs, Duke
University

EARTH University

San Jose, Costa Rica

President/Rector

Elizabeth City State University

Elizabeth City, NC

Chancellor

Fisk University

Nashville, TN

President

The George Washington University

Washington, DC

President

Georgian Court University

Lakewood, NJ

President

Goucher College

Baltimore, MD

President

Hamilton College

Clinton, NY

President

Hamline University

St. Paul, MN

President

Hennepin Technical College

Eden Prairie, MN

President

Hobart and William Smith Colleges

Geneva, NY

President

Hollins University

Roanoke, VA

President

Hudson Valley Community College

Troy, NY

President

Humboldt State University

Arcata, CA

President

IYRS School of Technology and Trades

Newport, RI

President

John Carroll University

University Heights, OH

President

Johnson C. Smith University

Charlotte, NC

President

The Juilliard School

New York, NY

President

**King Abdullah University of Science and
Technology**

Thuwal, Saudi Arabia

President

Lesley University

Cambridge, MA

President

Lincoln College

Lincoln, IL

President

Lincoln University of Missouri

Jefferson City, MO

President

Loyola University Chicago

Chicago, IL

President

Loyola University New Orleans

New Orleans, LA

President

Marist College

Poughkeepsie, NY

President

Miami University

Oxford, OH

President

Mills College

Oakland, CA

President

Minneapolis College of Art and Design

Minneapolis, MN

President

Missouri University of Science and Technology

Rolla, MO

Chancellor

Monmouth University

West Long Branch, NJ

President

Morehouse College

Atlanta, GA

President

Morgan Community College

Fort Morgan, CO

President

New England College of Optometry

Boston, MA

President

New England Conservatory of Music

Boston, MA

President

New York University

New York, NY

President

Northern Kentucky University

Highland Heights, KY

President

Northland College

Ashland, WI

President

Oberlin College and Conservatory

Oberlin, OH

President

Occidental College

Los Angeles, CA

President

**Okinawa Institute of Science and Technology
School Corporation**

Okinawa Prefecture, Japan

President

Peirce College

Philadelphia, PA

President

Pitzer College

Claremont, CA

President

Plymouth State University

Plymouth, NH

President

Pratt Institute

Brooklyn, NY

President

Presidio Graduate School

San Francisco, CA

President

Quest University Canada

Vancouver, Canada

President and Vice Chancellor

Rhode Island School of Design

Providence, RI

President

Rochester Community and Technical College

Rochester, MN

President

Rochester Institute of Technology

Rochester, NY

President

Roger Williams University

Bristol, RI

President

Rush University

Chicago, IL

President

The Sage Colleges

Albany, NY

President

Saint Anselm College

Manchester, NH

President

Salve Regina University

Newport, RI

President

Samuel Merritt University

Oakland, CA

President

San Francisco State University

San Francisco, CA

President

San Jose State University

San Jose, CA

President

Sarah Lawrence College

Bronxville, NY

President

Schenectady County Community College

Schenectady, NY

President

Simmons University

Boston, MA

President

Sonoma State University

Rohnert Park, CA

President

Spelman College

Atlanta, GA

President

St. John's College

Annapolis, MD

President

St. John's College

Santa Fe, NM

President

State University of New York at Geneseo

Geneseo, NY

President

State University of New York Clinton

Community College

Plattsburgh, NY

President

State University of New York System

Albany, NY

Chancellor

State University of New York, Downstate

Medical Center

Brooklyn, NY

President

State University of New York, Stony Brook

University

Stony Brook, NY

President

Stevenson University

Stevenson, MD

President

SUNY Rockland Community College

Suffern, NY

President

SUNY Ulster County Community College

Stoneridge, NY

President

Transylvania University

Lexington, KY

President

Tuskegee University*Tuskegee, AL*

President

Union College*Schenectady, NY*

President

University of Arkansas for Medical Sciences*Little Rock, AR*

Chancellor

University of Bridgeport*Bridgeport, CT*

President

University of California, Berkeley*Berkeley, CA*

Chancellor

University of California, Davis*Davis, CA*

Chancellor

University of California, Irvine Health*Orange, CA*

Chief Executive Officer

University of California, Santa Cruz*Santa Cruz, CA*

Chancellor

University of Connecticut*Storrs, CT*

President

University of Dayton*Dayton, OH*

President

University of Maryland*College Park, MD*

President

University of Massachusetts Boston*Boston, MA*

Chancellor

University of Massachusetts Dartmouth*North Dartmouth, MA*

Chancellor

University of Massachusetts Lowell*Lowell, MA*

Chancellor

University of Miami Health System*Miami, FL*Senior Vice President of Health Affairs at
University of Miami & CEO of UHealth**University of Missouri System***Columbia, MO*

President

University of Missouri, Columbia*Columbia, MO*

Chancellor

University of Nebraska System*Lincoln, NE*

President

University of Nebraska-Lincoln*Lincoln, NE*

Chancellor

University of New Hampshire*Durham, NH*

President

The University of New Mexico*Albuquerque, NM*

President

University of North Carolina System*Chapel Hill, NC*

President

University of Southern California*Los Angeles, CA*

President

University of Virginia*Charlottesville, VA*

President

Vassar College*Poughkeepsie, NY*

President

Virginia Commonwealth University

Richmond, VA

Vice President for Health Sciences and Chief
Executive Officer, VCU Health System

Virginia State University

Petersburg, VA

President

Virginia Union University

Richmond, VA

President

Washington State University

Pullman, WA

President

Washington State University, Tri-Cities

Richland, WA

Chancellor

Washington University in St. Louis

St. Louis, MO

Chancellor

Wellesley College

Wellesley, MA

President

Western Kentucky University

Bowling Green, KY

President

Westminster College

Salt Lake City, UT

President

Xavier University of Louisiana

New Orleans, LA

President

Yale-NUS College

Singapore

President

FEES AND EXPENSES

Professional Fees

Isaacson, Miller works for clients on a retainer basis. Our fee is one-third of the hired candidate's first-year cash compensation, with a minimum fee of \$60,000. Compensation includes salary, special deferred executive compensation, signing and performance bonuses—but not contributions to federally qualified pension plans that are available to all employees. We bill our retainer monthly in three equal installments based on an estimate at the start of the search and make any necessary adjustments at the conclusion. Retainers are billed at the time the search begins and at 30 and 60 days.

If, during the course of a search, we introduce a person who is hired for another position within 12 months of the closing of the original search, we will bill a separate fee of 25% of the first year's cash compensation.

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

Expenses

We incur two types of reimbursable expenses: direct and indirect. Direct expenses include advertising and the actual costs of candidate and consultant travel, meals, and lodging associated with the interviewing and selection process and with visits to the client. These expenses are billed separately on the last day of each month and are due within 30 days of billing date.

Indirect expenses cover the administrative support costs to serve our clients well. They include communications and web portal applications, postage and courier deliveries, printing and production, public profile research, references and background checks, and usage of IM's proprietary database Searchlink. We charge 11% of the retainer to cover indirect expenses and include this with the billing of our three retainers. Original receipts are not available for indirect expenses.

Guarantee

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



Board of Trustees
Executive Committee

July 14, 2020

MOTION

To approve the engagement of [Academic Search] [WittKieffer] [Isaacson, Miller] as the firm to assist Westfield State University in its search for a president.

Kevin R. Queenin, Chair

Date