

PRESIDENT

The University of Iowa is conducting a national search for its next President. The Board of Regents invites letters of nomination, applications (letter of interest, full resume/CV, and contact information of at least five references), or expressions of interest to be submitted to the search firm assisting the University. Review of materials will begin immediately and continue until the appointment is made. It is preferred, however, that all nominations and applications be submitted prior to July 28, 2015. For a complete position description, please visit the Current Opportunities page at www.parkersearch.com.

Laurie C. Wilder, President
Porsha Williams, Vice President
770-804-1996 ext: 102 and 109
lwilder@parkersearch.com || pwilliams@parkersearch.com

The University of Iowa prohibits discrimination in employment or in its educational programs and activities on the basis of race, national origin, color, creed, religion, sex, age, disability, veteran status, sexual orientation, gender identity, or associational preference. The University also affirms its commitment to providing equal opportunities and equal access to University facilities. Women and Minorities are encouraged to apply for all employment vacancies.



PARKER
Executive Search

Five Concourse Parkway | Suite 2900 | Atlanta, GA 30328
770.804.1996 | parkersearch.com

BOARD INTERVIEW QUESTIONS

1. You've now had the chance to participate in campus visits and have had the opportunity to learn more about the University of Iowa. What are a couple of things you have discovered about us that have strengthened your interest in the opportunity?

Have you discovered anything of concern?

2. Do you think there are any gaps in your experience that would require greater efforts on your part to overcome, perhaps by surrounding yourself with other people with particular expertise, if you were selected as President?
3. From your own assessment, what are the major issues and challenges facing the University of Iowa at this time? Please also include any plans or thoughts you might have for addressing them.
4. Please discuss how you envision working effectively with state leaders, other Iowa universities and the Board of Regents to ensure the best strategic outcome for the state of Iowa?
5. Please discuss your fund-raising experience and give demonstrated examples.
6. Describe a major hurdle, obstacle, or challenge you have experienced in managing fiscal resource allocation and how you addressed that challenge.
7. Please describe how you interact with and engage students. How do you incorporate student input and respond to their needs and concerns?
8. How has your previous experience prepared you to lead the University of Iowa to become a leader among universities throughout the nation from a multi-dimensional diversity perspective?
9. What do you see as the President's role in fostering research, scholarship and innovation at a leading research university with a significant academic health science enterprise?
10. Competing interests lead to tough decisions. You will not always be popular, and you will not always be right. How do you feel about that? How do you manage that?
11. Please describe your thoughts on the importance of athletics at a Big 10 university.
12. Describe to us what you would want to accomplish at the University of Iowa in the first six months, two years, and five years (broadly speaking).
13. What questions and comments do you have for the Board?



THE UNIVERSITY OF IOWA

INTERVIEW QUESTIONS

1. Please give us a five minute overview of how your experience has prepared you to be President of the University of Iowa. Why is this position appealing to you?
2. UI is Iowa's flagship university. How would you define a flagship university, with particular reference to what is special about this designation?
3. What would you do in the first 100 days as President of the University of Iowa?
4. What have you learned from your research or experience with organizational change that inspires your leadership as U of Iowa president to empower faculty and staff to unlock the potential in all--students, faculty and staff?
5. What is your experience with shared governance? When, in your opinion, is shared governance most vital?
6. How do you provide a single vision and/or direction in which the various University groups (faculty, staff and students) and University stakeholders (alumni/donors) can inspire to? How do you institutionalize collaboration in a University?
7. How do you see the future of financing of public universities? How do you balance the increase resources needed to retain experienced, well qualified faculty and staff with limited government funding and maintaining low tuition for students? How would you make the University's case for increased funding to legislators, Regents, and other key stakeholders?
8. Please describe your previous experience in supporting and growing research and scholarly activities, and how this relates to goals and plans for enhancing U of I's standing in elite research bodies such as the AAU. Specifically, how would you help us maintain and grow research excellence?
9. What role will philanthropy play in the future success of public universities like the University of Iowa? Share with us the anatomy of a major gift you've been a part of -- from beginning conversations to gift closure and stewardship.
10. Many campuses have hired Chief Diversity Officers without seeing substantial improvements in campus diversity. What innovative steps would you take and what resources would you allocate to increase the number of underrepresented minority faculty, staff, and students?

11. Many campuses are dealing with racial tensions. It seems that often incidents can be avoided or minimized if marginalized groups felt a greater sense of inclusion on campus. What would you do to address this challenge?
12. How would you, as President, engage with students around issues of campus safety and student life? Can you give us an example of how you have done this?
13. How do you address the growing need to balance providing both graduate and undergraduate students with a sound education and preparing them for the 21st century work force?
14. What role do you believe athletics should play at the University of Iowa? What is your vision for the continuing success of intercollegiate athletics at the University of Iowa?
15. Do you have experience bringing widely divergent groups together to form a consensus – or at least acceptance that a fair process was followed? How do you build/rebuild trust on campus- example?
16. Please describe a high profile conflict, negative event or a moral or ethical dilemma you have experienced as a leader. What results did you achieve? In hindsight, what lessons did you learn? What would you do differently if given the opportunity to do over?
17. What are your metrics for success as a president?
18. What is your vision of “good to great” for the University of Iowa?
19. In the last 10 minutes, what questions do you have for us as a committee?




PRESIDENTIAL INTERVIEW SCHEDULE

Hyatt Regency O'Hare | Meeting Room: DFW
9300 Bryn Mawr Avenue | Rosemont, IL 60018

Tuesday, August 11, 2015

7:30 a.m. – 8:30 a.m.	BREAKFAST & ORIENTATION
8:30 a.m. – 10:00 a.m.	[REDACTED]
10:00 a.m. – 10:15 a.m.	BREAK
10:15 a.m. – 11:45 a.m.	[REDACTED]
11:45 a.m. – 12:30 p.m.	LUNCH
12:30 p.m. – 2:00 p.m.	[REDACTED]
2:00 p.m. – 2:15 p.m.	BREAK
2:15 p.m. – 3:45 p.m.	Joseph E. Steinmetz, Ph.D. <i>Professor of Psychology and Neuroscience and Executive Vice President & Provost The Ohio State University</i>
3:45 p.m. – 4:00 p.m.	BREAK
4:00 p.m. – 5:30 p.m.	[REDACTED]
5:30 p.m. – 5:45 p.m.	BREAK
5:45 p.m. – Until	INITIAL DISCUSSION

Wednesday, August 12, 2015

7:15 a.m. – 7:45 a.m.	BREAKFAST
7:45 a.m. – 9:15 a.m.	Marvin Krislov, J.D. <i>Professor of Politics and President</i> Oberlin College
9:15 a.m. – 9:30 a.m.	BREAK
9:30 a.m. – 11:00 a.m.	Michael Alan Bernstein, Ph.D. <i>Senior Vice President for Academic Affairs and Provost</i> Tulane University
11:00 a.m. – 11:15 a.m.	BREAK
11:15 a.m. – 12:45 p.m.	
12:45 p.m. – 1:30 p.m.	LUNCH
1:30 p.m. – 3:00 p.m.	J. Bruce Harreld, MBA <i>Managing Principal</i> Executing Strategy, LLC
3:00 p.m. – Until	FINAL DISCUSSION



THE UNIVERSITY OF IOWA

PRESIDENT

Initial Update
June 4, 2015

- The Presidential Search Committee met on March 25, 2015 to discuss the search process.
- The Presidential Search Committee met on May 8, 2015 to discuss the search process, search strategy, expectations of qualified candidates, as well as the timeline for the process.
- Presidential advertisements have been placed in the following publications:
 - *Chronicle of Higher Education*
 - Publication Date: 06/12/2015
 - *Diverse Issues in Higher Education*
 - Publication Date: 06/18/2015
 - *Women in Higher Education*
 - Publication Date: 07/01/2015
 - *Hispanic Outlook in Higher Education*
 - Publication Date: 06/15/2015
 - *The Economist*
 - Publication Date: 06/06/2015
 - *Forbes*
 - Publication Date: 06/29/2015
 - *Leiter's Law School Reports*
 - *Leiter Reports: A Philosophy Blog*
 - University of Iowa website
 - Parker Executive Search website
- As part of our search strategy, Parker Executive Search is contacting the following professionals to determine personal interest and/or to solicit nominations/recommendations:
 - Leaders at top research institutions, as ranked by US News and World Report, to include:
 - Presidents
 - Provosts and Vice Presidents for Academic Affairs
 - Cabinet level Vice Presidents
 - Deans from all disciplines
 - Leaders of Associations including:
 - American Council on Education
 - Association of American Universities
 - Association of Public and Land-grant Universities
 - Leaders in government agencies and the corporate sector
- Parker Executive Search is currently accepting nominations and recommendations. To date, we have received **34** nominations. Parker Executive Search is contacting all nominations/recommendations to determine personal interest and/or to solicit additional recommendations.
- The next update will be provided to the Presidential Search Committee on July 2, 2015 and will include a conference call from 12:00 p.m. – 1:00 p.m. central. An email reminder with dial-in instructions will be sent several days prior to the call.



THE UNIVERSITY OF IOWA

Opportunity

The next President of the University of Iowa will have an unparalleled opportunity to take one of the nation's top comprehensive research universities to the next level with the support of outstanding faculty, students, staff, and external constituencies. Building on a 168-year foundation of innovative thinking, Midwestern values, and a spirit of collegiality, the campus boasts many nationally and internationally recognized programs across undergraduate, graduate, and professional disciplines. We are searching for a principled leader who can harness the University's dual strengths of rich traditions and innovative thinking, while inspiring and championing a collective vision. Although our institutional reach is far beyond Iowa City, the campus is anchored in a true college town that is frequently praised for its quality of life as well as its educational and cultural vibrancy.

About the University

Founded in 1847, the University of Iowa is Iowa's flagship university and a world-class teaching and research institution. A member of the Association of American Universities since 1909 and the Big Ten Conference since 1899, the University has outstanding business, dental, education, engineering, law, liberal arts and sciences, medical, nursing, pharmacy, public health, and graduate colleges. It is also tremendously proud of its more than 31,000 students and hundreds of thousands of loyal alumni.

The University is nationally and internationally recognized for high-quality programs across a variety of disciplines. *US News* recently ranked twenty-five of the University's graduate programs in the Top 25, from Law to Social Psychology to Nursing to Physician's Assistant to Public Health programs. With particular strength in the health sciences, the University boasts one of the nation's largest and most prestigious academic medical centers, including the Carver College of Medicine and University of Iowa Hospitals and Clinics (UIHC). UIHC is not only on the cutting edge of patient care, but was also recently ranked the number one health care employer in the country by *Forbes* magazine. Moreover, the University is a leader in innovation and entrepreneurship. With the dynamic Tippie College of Business, a growing College of Engineering, and an expanding research park, the University is poised to transform today's nascent ideas into tomorrow's successful companies.

A pioneer in higher education, the University was the first public university in the United States to admit men and women on an equal basis and regardless of race. It also led the country in inventing the Master of Fine Arts (MFA) degree. The renowned Iowa Writers' Workshop and International Writing Program remain the most respected and competitive in the world. In addition, the University is the proud recipient of the 2015 Carnegie Community Engagement Classification, the gold standard of recognition for community engagement efforts at institutions of higher education.

The University of Iowa values teaching and research excellence, academic freedom, diversity, and shared governance. Central to the University's mission is a distinguished faculty of more than 1,600 tenured and tenure-track faculty and 1,100 clinical-track and other faculty across all colleges. Expert staff, including more than 12,600 in the University and 11,000 in the hospital and UI Health Care, provide outstanding support services.

Situated on the picturesque Iowa River, the campus spans 1,700 acres and more than 500 major buildings. It is well-poised for future growth with many new buildings recently or soon to be completed, including impressive residence halls, a state-of-the-art children's hospital, biomedical research and public health buildings, and spectacular fine and performing arts venues. The campus is located in Iowa City, a

UNESCO City of Literature, within a short driving distance to major metropolitan areas. With a diverse community, excellent schools and libraries, and a vibrant cultural life, Iowa City is casual, comfortable, and cosmopolitan.

Moving Beyond: Creating the Future through Transformative Leadership

Mission Statement

In pursuing its missions of teaching, research, and service, the University seeks to advance scholarly and creative endeavor through leading-edge research and artistic production; to use this research and creativity to enhance undergraduate, graduate, and professional education, health care, and other services to the people of Iowa, the nation, and the world; and to educate students for success and personal fulfillment in a diverse world.

Responsibilities

As the University's chief executive officer, the President reports to the Board of Regents and is responsible for:

- Articulating the University's vision, mission, and values with internal and external stakeholders
- Supporting and enhancing the institution's academic mission and overall operations
- Building upon the existing traditions, distinctiveness, and strengths of the University
- Approving and overseeing a \$3.5 billion institutional budget (including UIHC) and securing external funding support
- Working with the Board of Regents, Governor, elected officials, alumni, donors, and the broader community to advance the mission of the University

Qualifications Preferred

Education and Experience

- An earned doctorate or terminal degree
- Administrative experience demonstrating the ability to lead a complex academic research institution and medical center

Values and Principles

- A commitment to the development of faculty, staff, and students, and a proven track record of inspiring people and organizations through principled leadership
- A commitment to the institution's academic quality and to the role of scholarship, research, and creative works in the mission of the University
- A commitment to the student-centered mission of the University and an understanding of undergraduate, graduate, and professional student interests
- A commitment to academic freedom, tenure, and shared governance and an understanding of their importance to sustaining the quality of the University
- A commitment to equal opportunity and access and to the important role that diversity must play in educational institutions
- A commitment to student safety and welfare and a sensitivity to issues related to campus culture
- A commitment to and understanding of the value of a strong Division I intercollegiate athletic program
- A commitment to external constituencies including alumni, the Foundation, and the broader community

Skills

- Excellent communication skills
- Interpersonal skills to interact effectively with the various constituencies of the University, alumni, Foundation, media, and community at large
- Interpersonal skills to interact effectively with elected officials, governmental bodies, and the Board of Regents
- Ability to hire and build an effective administrative team

- Ability to foster an innovative environment that attracts high-quality faculty, students, and staff by stimulating creativity, research, teaching, and learning
- Ability to identify opportunities and to convert challenges into innovative solutions and programs that will advance the future of the institution
- Ability to promote a shared vision to address challenges and create opportunities, especially in the areas of student recruitment, research support, finances, and improvements to facilities and technology
- Ability to raise funds from private, state, and national sources and to articulate to external audiences the value of supporting the University
- Strong leadership skills in strategic planning and fiscal planning and management

The Board of Regents and the University of Iowa invite letters of nomination, applications (letter of interest, resume/CV, and contact information of at least five references), or expressions of interest to be submitted to the search firm assisting the University. Confidential review of materials will begin immediately and continue until the appointment is made. It is preferred, however, that all nominations and applications be submitted prior to July 28, 2015.

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**ATTACHMENT A
PROPOSAL CERTIFICATION FORM**

The undersigned certifies that to the best of her/his knowledge: (check one)

☒ There is no officer or employee of the Board of Regents who has, or whose relative has, a substantial interest in any contract award subsequent to this proposal.

☐ The names of any and all public officers or employees of the University of Iowa or the Board of Regents who have, or whose relative has, a substantial interest in any contract award subsequent to this proposal are identified by name as a part of this submittal.

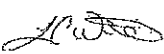
The undersigned further certifies that their firm (check one) IS, or, ☒ IS NOT currently debarred, suspended, or proposed for debarment by any federal or state entity. The undersigned agrees to notify the Board of Regents of any change in this status, should one occur, until such time as an award has been made under this procurement action.

In compliance with the Request for Qualification for "Consulting Services for a Search to Identify Candidates for the new President for The University of Iowa" after carefully reviewing all the terms, conditions and requirements contained therein, the undersigned agrees to furnish such goods/services in accordance with the specifications/scope of work.

Parker Executive Search, Inc.
(firm) 5 Concourse Pkwy, Suite 2900
Atlanta, GA 30328

(address)

(by)


President
(title)

(770) 804-1996

(phone number)

(770) 804-1917

(fax number)

58-1489422

(Federal ID Number)

**ATTACHMENT B
RFQ RESPONSE AND COMPANY QUESTIONS FORM**

Email the following Response on or before, February 2, 2015.

Email To:

**Marcia R. Brunson
Policy and Operations Officer
Board of Regents, State of Iowa
11260 Aurora Avenue
Urbandale, IA 50322
(515) 281-6418 (phone)
(515) 281-6420 (fax)
mbruns@iastate.edu**

**From: Laurie C. Wilder
President
Parker Executive Search, Inc.
5 Concourse Pkwy, Suite 2900
Atlanta, GA 30328
(770) 804-1996 x102 (phone)
(770) 804-1917 (fax)
lwilder@parkersearch.com**

Dear Ms. Brunson:

Check all that apply

 X Yes, my company **WILL** respond to the Request for Qualification.

 NO, my company **WILL NOT** respond to the Request for Qualification.

All questions from the Firms concerning this Request For Qualification must be emailed to the Board of Regents, State of Iowa on or before, February 2, 2015.

With all questions submitted, please indicate your complete company name, address, the name, phone number, fax number, and email address of the person(s) submitting questions regarding this RFQ.



THE UNIVERSITY OF IOWA

Presidential Search
The University of Iowa

RFQ # 495-15

February 6, 2015



PARKER

Executive Search


A Member of  **Amrop**

Table of Contents

5.1.1. Executive Summary	p. 3
Company Profile	p. 4
Search Process	p. 5 - 9
5.1.2. Complete Client Listing	p. 10 - 30
5.1.3. Lead Consultant & Professional Team	p. 31 – 37
5.1.4. References	p. 38
5.1.5. Schedule/Time Commitment	p. 39
5.1.6. Stakeholders Involvement	p. 40
Commitment to Diversity	p. 41 - 55
Fee Structure	p. 56

5.1.1 Executive Summary

We are pleased to present this proposal for your consideration to represent the Board of Regents, State of Iowa, in the search for the next President of the University of Iowa.

Parker Executive Search provides innovative and proactive search solutions that are personalized to meet the needs of each client. We use a process-driven approach to aggressively recruit leaders who will build upon the excellent reputation and tradition of the University of Iowa.

Our dedicated team has completed over 2,000 searches for distinguished academic, health sciences, athletic, and corporate clientele. Our extensive experience in conducting higher education searches has allowed us to gain an understanding of the opportunities and challenges facing the academic community.

We believe we are uniquely qualified to provide the executive search services outlined in your RFQ, as we have demonstrated prior success in assisting the Board of Regents, State of Iowa to successfully recruit senior leaders in higher education. Our experience and commitment to higher education in Iowa will serve us well in recruiting a strong and diverse pool of candidates. With a clear understanding of the needs of the University and the Board, we can successfully recruit candidates who can continue to build upon the reputation of the University of Iowa.

The search process for President consists of the following four stages, which are outlined in greater detail in the proposal:

1. Define Objectives and Specifications
2. Identify and Assess Candidates
3. Facilitate Process and Interviews
4. Negotiation and Candidate Follow-up

Parker Executive Search's mission is to exceed our client's expectations by providing superior search services. We would be pleased and honored to represent the Board of Regents, State of Iowa in this important search.



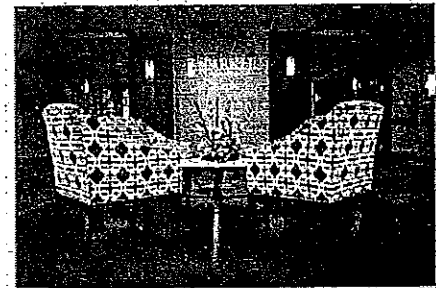
Laurie C. Wilder, President
Five Concourse Parkway, Suite 2900
Atlanta, GA 30328

Phone: 770.804.1996
Fax: 770.804.1917
parkersearch.com

COMPANY PROFILE

Parker Executive Search is a retained executive search firm dedicated to providing superior service to its clients in the identification and recruitment of outstanding professionals for senior executive positions. Parker Executive Search is led by Laurie C. Wilder and Dan Parker.

With more than 100 years of combined experience, our search consultants are committed to building strong and lasting relationships with both our clients and candidates. Each search is led by a senior consultant and is assisted by experienced team members who provide support throughout every step of the search process. Based in Atlanta, Georgia, Parker Executive Search provides innovative and proactive search solutions to national and international clients.



Our higher education practice is one of the most highly regarded in the country. We understand the important role of search committees and campus constituencies and recognize the often difficult task of executing searches. Parker Executive Search utilizes a proven process to assist the client in successfully managing the selection process. To identify and recruit the best candidates we combine a careful review of our extensive proprietary database with original research tailored to the needs and desires of each client.

In each search, we strive to maintain close contact with our client and potential candidates. Updates on the search progress, including candidates under consideration, will be delivered to the committee via a secure website developed for each search assignment.

We agree with the client on a strict timeline and commit the full resources of our firm in aggressively conducting the search and reaching a successful conclusion. Parker Executive Search has a reputation for exceeding clients' expectations by providing a diverse panel of candidates and a quality search process.

We accept the principles of equal opportunity employment. That means we will not discriminate on the basis of gender, disability, race, age, color, sexual orientation, political affiliation, marital status, national origin or religion. This is not just an obligation to our clients – it is our own personal commitment.

SEARCH PROCESS

Our search consulting services are designed to assist the client in defining positions and providing marketplace information as well as identifying, selecting, and recruiting well-qualified candidates through a comprehensive search process.

I. Define Objectives and Specifications

- Understand the Purpose and Goals of the Client
- Develop a Position Specification
- Develop a Timeline

II. Identify and Assess Candidates

- Assist and Advise Client on Advertising
- Conduct Original Research
- Aggressively Recruit Potential Candidates
- Assess Candidate Qualifications

III. Facilitate Process and Interviews

- Recruit, Advise, and Facilitate
- Coordinate All Interviews and Travel Logistics
- Assist Client with Interview Preparation
- Conduct Extensive Background and Reference Checks

IV. Negotiation & Candidate Follow-Up

- Recruit Preferred Candidate and Assist Client in Negotiations
- Follow-Up Communication with All Candidates

LINE OBJECTIVES & SPECIFICATIONS

Understand the Purpose and Goals of the Client.

- Parker Executive Search will visit with the Client, its leadership, and those involved in the search in order to gain an understanding of the history, structure, and operations of the organization.
- We meet with all interested parties involved in the search process to clearly understand and clarify the expectations for the search assignment.

Develop a Position Specification.

- We assist the Search Committee in identifying basic responsibilities, defining the position title, clarifying the reporting relationships, and preparing the position specification.
- We provide the Search Committee with sample specifications and assist in fine tuning the specification, as requested.

Develop a Timeline:

This will include certain established dates, to include:

- Updates on the search process and candidates.
- The Search Committee will have access to all written updates and candidate materials via a secure website.
- Conference calls scheduled as necessary.
- Delivery dates for the candidate recommendation and final report.
- Interim meeting dates with the Committee and others as required.
- In addition, interview dates, locations, and responsibilities will be established as agreed upon, using the timeline as a guide.
- This timeline is designed to also clarify who is responsible for the execution of each objective and target date.

IDENTIFY & ASSESS CANDIDATE

Parker Executive Search will assist and advise the Client on appropriate advertising venues, which may include, but are not limited to:

- *The Chronicle of Higher Education*
- *Diverse Issues in Higher Education*
- *Hispanic Outlook in Higher Education*
- *Women in Higher Education*
- *The Economist*
- *The New York Times*
- Other publications at client's direction
- University of Iowa website
- Parker Executive Search website

All potential candidates will be contacted by email and by direct phone calls.

- Parker Executive Search's objective is to ensure that all interested parties have been contacted in a timely and professional manner.
- One of the objectives of the search process is to give the client, candidates, and general public a substantial comfort level that the search has been conducted professionally and efficiently.

Original research and candidate identification will continue throughout the search process.

- Parker Executive Search uses original research as well as a careful review of its database, which is complemented by advertising in appropriate publications, to identify and recruit qualified candidates to compare and evaluate against the position specification and each other.

An assessment will continue throughout the search process.

- Parker Executive Search will obtain an understanding of accomplishments, capabilities, strengths and weaknesses, and potential for success for each candidate through resume review, telephone screenings, job specific questionnaires, and, in some instances, personal interviews.

FACILITATE PROCESS & INTERVIEW

Parker Executive Search will advise and facilitate the process.

- ✦ Parker Executive Search shares all information with the appropriate representative(s) of the Client. Parker Executive Search recommends candidates who are qualified and meet the specifications for the position, but the search firm does not have a vote in the final selection process.

Parker Executive Search's role in interview scheduling.

Parker Executive Search will make all arrangements and schedule candidates for interviews with Client representatives, with the Client's approval.

- ✦ Consult with Client representatives on determining dates and location for interviews.
- ✦ Make all meeting arrangements with hotel/meeting venue, including room reservations for Client representatives and candidates.
- ✦ Schedule interview time and date with each candidate.
- ✦ Assist candidates with air and/or ground travel arrangements.
- ✦ Provide Search Committee members with complete interview schedule prior to interview dates.
- ✦ Schedule or assist in scheduling site interviews for final candidates.

Parker Executive Search will assist the Search Committee and others with preparing for interviews, to include:

- ✦ Advising Client representatives on appropriate interviewing techniques and questions, as necessary

Conduct background checks on final candidates.



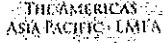
- ✦ Obtain written permission from each candidate to conduct background checks.
- ✦ Conduct criminal, credit, and motor vehicle checks.
- ✦ Confirm candidates' degrees.
- ✦ Conduct media reviews for potentially controversial areas of concern.
- ✦ Have candidates sign a statement of accuracy of vita and/or bio.

ACCELERATE PROCESS & INTERVIEW

Conduct reference checks on final candidates.

- We speak directly with individuals who are in positions to evaluate the candidate's performance in recent years, references that will include both those supplied by the individual, as well as additional reference contacts.
- We also encourage the Search Committee to conduct references on final candidates.

Our proprietary secure website provides our clients easy access to all search materials throughout the search process.

 THE UNIVERSITY OF IOWA	University of Iowa President																				
Key Dates No key dates at this time.	In order to maintain candidate confidentiality throughout the search process, documents and materials on the secure site cannot be printed or saved.																				
Contact Laurie Wilder President lwilder@parkersearch.com Office: (770) 384-1598 x102 Porsha Williams Vice President pwilliams@parkersearch.com Office: (770) 384-1600 x109	Candidate Materials <table border="1"> <tr> <td>Candidate 1, Sample</td> <td>Candidate 6, Sample</td> </tr> <tr> <td>Candidate 2, Sample</td> <td>Candidate 7, Sample</td> </tr> <tr> <td>Candidate 3, Sample</td> <td>Candidate 8, Sample</td> </tr> <tr> <td>Candidate 4, Sample</td> <td>Candidate 9, Sample</td> </tr> <tr> <td>Candidate 5, Sample</td> <td>Sample Position</td> </tr> <tr> <td></td> <td>Sample Employer</td> </tr> <tr> <td></td> <td>Letter 2/4/2015</td> </tr> <tr> <td></td> <td>Resume 2/4/2015</td> </tr> <tr> <td></td> <td>References 2/4/2015</td> </tr> <tr> <td></td> <td>Questionnaire 2/4/2015</td> </tr> </table>	Candidate 1, Sample	Candidate 6, Sample	Candidate 2, Sample	Candidate 7, Sample	Candidate 3, Sample	Candidate 8, Sample	Candidate 4, Sample	Candidate 9, Sample	Candidate 5, Sample	Sample Position		Sample Employer		Letter 2/4/2015		Resume 2/4/2015		References 2/4/2015		Questionnaire 2/4/2015
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	References 2/4/2015																				
	Questionnaire 2/4/2015																				
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After logging in, clients will gain access to the following documents:

- Position Description
- Search Update/Strategy
- Timeline
- Candidate Status Log
- Interview Schedule

5.1.2. Complete Client Listing

Our dedicated team has completed over 2,000 searches for distinguished academic, health sciences, athletic, and corporate clientele. Our history of recruiting leaders in higher education includes:

Chief Executive Officers

University Systems

- Commissioner, Mississippi Board of Trustees of State Institutions of Higher Learning
- President, Southern Illinois University
- President, University of Illinois
- President, University of Tennessee System
- Chancellor, University System of Georgia

Doctorate-Granting Universities

- President, Iowa State University
- President, University of Georgia
- Chancellor, University of Illinois at Chicago
- President, University of Northern Iowa
- Chancellor, University of Mississippi
- Chancellor, University of Tennessee, Knoxville
- President, Georgia State University
- President, University of Oregon (*current*)
- President, Northern Illinois University
- President, Florida Atlantic University
- President, University at Albany, State University of New York

- President, The University of Southern Mississippi
- Chancellor, University of Tennessee Health Science Center
- President, Western Michigan University
- President, Georgia Southern University
- President, Armstrong State University
- President, St. Louis College of Pharmacy
- President, University of West Georgia

Master's Colleges and Universities

- President, College of Charleston
- President, Columbus State University
- President, Delta State University
- President, Georgia College
- President, Georgia Southwestern State University
- President, Kennesaw State University
- President, Lipscomb University
- President, Mississippi University for Women
- President, Savannah State University
- President, Southeast Missouri State University (*current*)
- Chancellor, Southern Illinois University, Edwardsville
- President, Southern Polytechnic State University
- Chancellor, University of North Carolina, Wilmington
- Chancellor, University of Tennessee, Chattanooga
- Chancellor, University of Tennessee, Martin
- President, Valdosta State University

Baccalaureate/Associate's Colleges

- President, Abraham Baldwin Agricultural College
- President, Bainbridge College
- President, Brewton-Parker College
- President, Dalton State College
- President, Fairmont State University
- President, Georgia Gwinnett College
- President, Georgia Highlands College
- President, Georgia Military College
- President, Georgia Perimeter College
- President, Gordon College
- Chancellor, Louisiana State University at Alexandria
- President, Middle Georgia College
- Chancellor, Palmetto College, University of South Carolina
- Chancellor, University of South Carolina, Beaufort (*current*)

University-Affiliated Organizations

- President and CEO, Herty Advanced Materials Development Center
- President, Nashville Public Education Foundation
- President, National Collegiate Athletic Association
- President and Chief Executive Officer, Oak Ridge Associated Universities
- Executive Director, University Center of Greenville

Upper Administration

Academic Affairs

- Vice President and Dean of Faculty, Armstrong State University
- Associate Provost for Assessment, Scholarship, and Professional Development Programs, Butler University (*current*)
- Executive Vice President and Provost, Central Michigan University
- Senior Vice President for Academic Affairs, Columbus State Community College
- Provost and Vice President for Academic Affairs, Columbus State University
- Provost & Vice President for Academic Affairs, Georgia College
- Provost, Georgia Southern University
- Senior Vice President for Academic Affairs and Provost, Georgia State University
- Provost and Vice President for Academic Affairs, Indiana State University
- Provost and Senior Vice President for Academic Affairs, Iona College
- Senior Vice President and Provost, Iowa State University
- Provost and Vice President for Academic Affairs, Kennesaw State University
- Provost, Mercer University
- Provost and Vice President for Academic Affairs, Mississippi University for Women
- Provost / Vice President - Academic Affairs, Northern Michigan University (*current*)
- Provost, Southeast Missouri State University
- Provost, Southern Methodist University
- Provost, The Ohio State University
- Provost, The University of Alabama at Birmingham
- Provost and Vice President for Academic Affairs, University of Alabama, Tuscaloosa (*current*)
- Provost and Vice President of Academic Affairs, University of Central Arkansas

- Provost and Vice President for Academic Affairs, University of Central Florida
- Vice Chancellor for Academic Affairs and Provost, University of Illinois, Urbana-Champaign
- Executive Vice Chancellor, Palmetto College, University of South Carolina
(current)
- Vice Chancellor, Academic, Faculty & Student Affairs, University of Tennessee Health Science Center
- Provost and Senior Vice Chancellor for Academic Affairs, University of Tennessee, Chattanooga
- Provost, University of Tennessee, Knoxville
- Provost and Executive Vice President for Academic Affairs, University of Toledo
- Provost and Vice President for Academic Affairs, University of Washington
- Executive Vice Chancellor and Chief Academic Officer, University System of Georgia
- Provost and Vice President of Academic Affairs, Valdosta State University
- Provost and Vice President for Instructional Services, Vincennes University
- Provost, Western Michigan University

Administration / Finance

- University Controller, Florida International University
- Assistant Vice President for Human Resources, Furman University
- Chief Human Resource Officer, Georgia College
- Senior Vice President, Administration & Finance, Georgia Institute of Technology
- Associate Vice President for Business and Finance, Iowa State University
- Vice President for Human Capital, Kansas State University

- Executive Vice President for Administration and Finance, Louisiana State University System
- Vice President, Finance & Administration, Middle Tennessee State University
- Vice President of Administration and Chief Financial Officer, National Collegiate Athletic Association
- Vice President and General Counsel, Northern Illinois University
- Vice President for Administration and Finance, Northern Illinois University
(current)
- Vice President for Finance and Administration, Shawnee State University
- Vice President for Business and Finance, Southern Methodist University
- Assistant Vice President for Human Resources, Texas A&M University
- Vice President of Financial Affairs and Administration, The University of Alabama at Birmingham
- Associate Vice President and Chief Human Resources Officer, University of Central Florida
- Vice President for Finance and Administration, University of Georgia
- Senior Vice President for Business and Finance, University of South Florida
- Vice President and Campus Executive Officer, Sarasota/Manatee Campus, University of South Florida
- Associate Vice Chancellor of Human Resources, University of Tennessee Health Science Center
- Executive Associate Dean of Finance and Operations, University of Tennessee Health Science Center
- Vice Chancellor for Business & Finance, University of Tennessee Health Science Center
- Associate Vice Chancellor for Facilities, University of Tennessee, Knoxville
- Vice Provost for Planning and Budgeting, University of Washington

- Vice Chancellor for Facilities, University System of Georgia
- Vice Chancellor for Human Resources, University System of Georgia
- Assistant VP for Finance and Administration, Health Science Center, Virginia Commonwealth University
- Vice President of Business and Finance, West Texas A&M University

Student Affairs

- Vice President for Student Affairs, Clemson University
- Dean of the College, Dartmouth College
- Associate Vice President for Student Affairs & Enrollment Management, Eastern Michigan University
- Vice President, Student Affairs, Georgia Regents University
- Vice President for Student Affairs, Kennesaw State University (*current*)
- Vice Chancellor for Student Life and Enrollment Services, Louisiana State University
- Vice President, Student Affairs, Middle Tennessee State University
- Assistant Vice President for Student Life and Chief Housing Officer, The Ohio State University
- Vice President for Student Affairs, The Ohio State University
- Dean of Students / Associate Vice President for Student Affairs, The University of Alabama at Huntsville
- Vice Chancellor - Student Affairs, University of California, San Diego
- Vice President for Student Affairs, University of Florida
- Vice President of Student Affairs, University of South Florida
- Vice Chancellor for Student Development, University of Tennessee, Chattanooga
- Vice Chancellor for Student Life, University of Tennessee, Knoxville

- Vice President for Student Life, University of Washington
- Vice President for Student Affairs, West Texas A&M University
- Vice President for Student Life, West Virginia University

Enrollment Management

- Vice Provost for Strategic Enrollment Planning - Chief Enrollment Officer, Bowling Green State University (*current*)
- Vice President for Enrollment Management, Bradley University
- Vice President for Enrollment Services, Brewton-Parker College
- Vice President for Enrollment Management, Marketing and Communications, Indiana State University
- Associate Provost for Enrollment Management, Texas A&M University
- Associate Vice President for Enrollment Services, The University of Alabama at Huntsville

External Affairs

- Senior Vice President for Advancement and Community Relations / Chief Development Officer, Georgia Regents University
- Vice President for University Advancement, Georgia Southern University
- Vice President for Economic Development & Community Engagement, Kennesaw State University (*current*)
- Vice President for University Advancement and Development, Kennesaw State University
- Vice President, Development, Middle Tennessee State University
- Associate Vice Chancellor of Advancement, Purdue University Calumet

- Vice President for University Advancement, St. Cloud State University
- President and CEO, The University of Connecticut Foundation
- Vice President for Advancement, University of Alabama, Tuscaloosa (*current*)
- Senior Vice President for External Affairs, University of Georgia
- Vice President for Advancement, University of North Georgia (*current*)
- Vice President for Development and Alumni Relations, University of South Carolina
- Associate Vice Chancellor for Development and Development Services, University of Tennessee Health Science Center
- Vice President for University Advancement, Valdosta State University
- Vice President for Institutional Advancement, West Texas A&M University (*current*)
- Vice President for Development and Alumni Relations, Western Kentucky University
- Vice President for Development and Alumni Relations, Western Michigan University

Research

- Vice President for Research and Economic Development, Georgia State University
- Vice President for Research, Kansas State University
- Vice President for Research and Dean of Graduate Studies, Kennesaw State University
- Senior Vice President for Research, Mote Marine Laboratory
- Vice Chancellor/Vice President for Research and Technology Transfer, The University of Houston System

- Associate Vice Chancellor for Research and Graduate Studies, University of Colorado, Denver
- Vice President for Research and Associate Provost, University of Georgia
- Vice Chancellor for Research, University of Tennessee Health Science Center
(current)
- Vice Chancellor for Research, University of Tennessee, Knoxville

Technology

- Associate Vice President for Instructional Technologies Support, Texas State University-San Marcos (current)
- Chief Information Officer / Associate Provost, The University of Alabama at Huntsville
- Vice Chancellor for Information Technology and Chief Information Officer, University of Tennessee Health Science Center
- Assistant Vice Chancellor for Information Technology and Chief Information Officer, University of Tennessee, Knoxville
- Chief Information Officer, University System of Georgia

Other

- Chief Compliance Officer, Des Moines University
- Assistant Commissioner for Adult Literacy, Georgia Department of Technical and Adult Education
- Chief Diversity Officer, Kennesaw State University
- Vice President of University Relations, The Ohio State University
- Chancellor, The University of Tennessee Institute of Agriculture

- Vice President for Agriculture and Natural Resources, University of California
- Senior Vice President for Agriculture and Natural Resources, University of Florida
- Assistant Vice President and Chief Medical Information Officer, University of Illinois Hospital & Health Sciences System
- Associate Vice President for Community-Based Practice, University of Illinois Hospital & Health Sciences System
- Associate Vice President for Health Affairs, Professional Practice, University of Illinois Hospital & Health Sciences System
- Associate Vice President for Quality, University of Illinois Hospital & Health Sciences System
- Vice Chancellor for e-Learning, Palmetto College, University of South Carolina
(current)
- Vice Chancellor for Diversity, University of Tennessee, Knoxville

Deans / Academic Administration

Arts & Sciences

- Dean, College of Arts & Sciences, Bowling Green State University
- Dean, College of Arts & Sciences, Ferris State University
- Dean, College of Arts & Sciences, Florida State University
- Dean, College of Science & Mathematics, Georgia Regents University
- Dean, College of Arts and Sciences, Georgia State University
- Dean, College of Humanities and Social Sciences, Kennesaw State University
- Dean, College of Science and Mathematics, Kennesaw State University
- Dean, Dedman College of Humanities & Sciences, Southern Methodist University
- Deán of Liberal Arts & Sciences, St. Louis College of Pharmacy

- Vice Provost for Arts and Sciences and Executive Dean of the College of Arts & Sciences, The Ohio State University
- Dean of the College of Arts and Sciences, The University of Alabama at Birmingham
- Dean of the College of Natural Sciences and Mathematics, The University of Houston
- Dean, College of Arts and Sciences, University of Cincinnati
- Dean, College of Arts and Sciences, University of Colorado, Denver
- Dean, College of Liberal Arts & Sciences, University of Florida (*current*)
- Dean, College of Liberal Arts and Sciences, University of Florida
- Dean, College of Liberal Arts & Sciences, University of Illinois, Urbana-Champaign
- Dean, School of Psychological Sciences, University of Indianapolis (*current*)
- Dean, College of Arts and Sciences, University of Tennessee, Knoxville
- Dean, College of Arts & Sciences, University of Washington

Business

- Dean of the College of Business, Albany State University
- Dean of the College of Business Administration, Bowling Green State University
- Dean, College of Business , Butler University
- Dean, J. Whitney Bunting College of Business, Georgia College
- Dean of the Robinson College of Business, Georgia State University
- Dean of the Scott College of Business, Indiana State University
- Raisbeck Endowed Dean, College of Business, Iowa State University
- Dean of the Coles College of Business, Kennesaw State University
- Dean of the E.J. Ourso College of Business, Louisiana State University
- Dean, Jennings A. Jones College of Business, Middle Tennessee State University

- Executive Dean, College of Management and Business, National Louis University
- Dean of the Spears School of Business, Oklahoma State University, Stillwater
- Dean, College of Business, Texas A&M University-Corpus Christi
- Dean of Business, The Ohio State University
- Dean, School of Business, The University of Alabama at Birmingham
- Dean, College of Business Administration, The University of Alabama at Huntsville
- Dean, Schroeder Family School of Business Administration, University of Evansville
- Dean, School of Business, University of Indianapolis (*current*)
- Dean, Darla Moore School of Business, University of South Carolina
- Dean, College of Business, University of Tennessee, Chattanooga
- Dean, College of Business Administration, University of Tennessee, Knoxville
- Dean, Business School, University of Washington
- Dean, Gordon Ford College of Business, Western Kentucky University
- Dean, Haworth College of Business, Western Michigan University

Engineering

- Dean of Engineering, Clarkson University
- Dean, College of Engineering Technology, Ferris State University
- Founding Dean, Allen E. Paulson College of Engineering & Information Technology, Georgia Southern University
- Dean, College of Applied Engineering, Sustainability and Technology, Kent State University
- Founding Dean, College of Engineering, Khalifa University of Science, Technology, and Research
- Dean, College of Engineering, Louisiana State University

- Dean of the Bagley College of Engineering, Mississippi State University
- Dean, College of Engineering and Computer Science, University of Central Florida
- Dean, College of Engineering, University of Florida
- Dean of the College of Engineering, University of South Florida
- Dean, College of Engineering, University of Tennessee, Knoxville
- Dean of Engineering, University of Washington

Education

- Founding Dean, Eugene T. Moore School of Education, Clemson University
- Dean, College of Education and Health Professions, Columbus State University
- Dean, College of Education, Georgia Regents University (*current*)
- Dean, Bayh College of Education, Indiana State University
- Dean, College of Education, University of Florida
- Dean of the College of Education, University of Oregon
- Dean of the College of Education, University of South Florida
- Dean, College of Health, Education and Professional Studies, University of Tennessee, Chattanooga
- Dean of the College of Education, University of Washington (*current*)

Medicine / Pharmacy / Health Professions / Nursing

- Dean, College of Health Professions, Armstrong State University
- Dean, College of Osteopathic Medicine, Des Moines University
- Founding Dean, School of Health Sciences, Emory and Henry College
- Dean, College of Health Professions, Ferris State University
- Dean, Michigan College of Optometry, Ferris State University

- Dean of Health Professions, Florida Gulf Coast University
- Dean, College of Public Health, Georgia Southern University
- Dean, College of Nursing, Health, and Human Services, Indiana State University
- Dean, School of Dentistry, Meharry Medical College
- Dean, School of Medicine, Meharry Medical College
- Dean, College of Pharmacy, St. Louis College of Pharmacy
- Dean, School of Nursing, Health, and Exercise Science, The College of New Jersey
- Vice Provost for Health Services and Dean of Medicine, United Arab Emirates University
- Associate Dean of Nursing & Healthcare Innovation, University of Delaware
- Dean of the College of Health and Human Performance, University of Florida
- Dean, College of Public Health and Health Professions, University of Florida
- Dean, College of Pharmacy, University of Georgia
- Dean, College of Public Health, University of Georgia
- Dean, College of Nursing, University of Tennessee Health Science Center
- Dean, Graduate School of Medicine, University of Tennessee Health Science Center
- Executive Dean, College of Medicine, University of Tennessee Health Science Center
- Dean, College of Medicine, University of Tennessee, Chattanooga
- Dean of Nursing, University of Tennessee, Knoxville
- Dean of Dentistry, University of Washington
- Dean of the School of Public Health, University of Washington
- Dean, School of Nursing, University of Washington
- Dean, School of Pharmacy, University of Washington

Veterinary Medicine

- Dean of the College of Veterinary Medicine, Kansas State University (*current*)
- Dean of the College of Veterinary Medicine, The Ohio State University
- Dean of Veterinary Medicine, University of Florida
- Dean, College of Veterinary Medicine, University of Tennessee, Knoxville

Research

- Dean, College of Graduate and Professional Studies & Chief Research Officer, Indiana State University
- Dean of Research, Tennessee Agricultural Experiment Station, The University of Tennessee Institute of Agriculture
- Dean of Research, College of Agricultural and Life Sciences, University of Florida
- Dean of the Graduate School and Associate Vice President for Research and Innovation, University of South Florida

Other

- Dean of Musical Arts, Bowling Green State University
- Dean of Technology , Bowling Green State University
- Dean of University Libraries, Bowling Green State University
- Dean, Bowling Green State University, Firelands
- Dean of the College of Music, Florida State University
- Dean of the College of Visual Arts, Theatre & Dance, Florida State University
- Dean of Library Services, Indiana State University
- Dean, College of Technology, Indiana State University
- Dean of the Coast and Environment, Louisiana State University

- Dean, College of Mass Communication, Middle Tennessee State University
- Dean, School of Building Arts, Savannah College of Art and Design
- Dean of Agricultural Sciences and Natural Resources, The University of Tennessee
Institute of Agriculture
- Dean of Extension, The University of Tennessee Institute of Agriculture
- Dean, College of Information Technology, United Arab Emirates University
- Dean, College of Journalism and Communications, University of Florida
- Dean, Grady College of Journalism and Mass Communication, University of
Georgia
- Dean of the College of Design, University of Kentucky (*current*)
- Dean, College of Hospitality, Retail and Sport Management, University of South
Carolina (*current*)
- Dean, USC Sumter, University of South Carolina
- Dean of the Honors College, University of South Florida
- Dean of the College of Law, University of Tennessee, Knoxville
- Dean, College of Architecture and Design, University of Tennessee, Knoxville
- Dean of the College of the Environment, University of Washington
- Dean, School of Law, University of Washington
- Dean of the Davis College of Agriculture, Natural Resources, and Design and
Director of the WV Agricultural and Forestry Experiment Station, West Virginia
University
- Dean/Director of Extension Service, West Virginia University (*current*)

Directors

- Director of Career Services, Dartmouth College
- Director of Center for Improvement of Teaching & Learning, Des Moines University
- Executive Director, Florida Virtual Campus
- Director of Admissions, Georgia College
- Executive Director, Strategic Consulting, Georgia Institute of Technology
- Assistant Vice President for Information Technology, Georgia Perimeter College
- State Librarian, Georgia Public Library Service
- Associate Director of Sponsored Programs, Georgia State University
- Executive Director, Gongaware Center and Networks Financial Institute, Indiana State University
- Physician Assistant Program Director, Indiana State University
- Program Director, Physical Therapy, Indiana State University
- Director & Professor, Nutrition and Wellness Research Center, Iowa State University
- Director, Ames Laboratory, Iowa State University
- Director, Thielen Student Health Center, Iowa State University
- Director, WellStar School of Nursing, Kennesaw State University
- Executive Director, Business Success Center, Kennesaw State University (*current*)
- Director, Center for Computation and Technology, Louisiana State University
- Executive Director, Robert Wood Johnson Foundation Center for Health Policy, Meharry Medical College
- Director of Human Resource Services, Middle Tennessee State University
- Director, Institute for Health, Health Care Policy and Aging Research, Rutgers University (*current*)
- Executive Director of Real Estate Development, Texas A&M University

- Director of University Libraries, The Ohio State University
- Director, Austin E. Knowlton School of Architecture, The Ohio State University
- Director, Student Health Services, The Ohio State University
- Senior Director, Dining Services, The Ohio State University
- Director, School of Computing, The University of Southern Mississippi
- University Librarian and Director of the Auraria Library, University of Colorado, Denver
- Assistant Provost and Director, UF Online, University of Florida (*current*)
- Director of the Engineering Leadership Institute, University of Florida
- Director, Florida Sea Grant Program, University of Florida
- Director, Carl Vinson Institute of Government, University of Georgia
- Executive Director of Comprehensive Career Services, University of Georgia
- Executive Director, Center for Professional Responsibility in Business and Society, University of Illinois, Urbana-Champaign
- Director of Internal Audit, University of South Carolina
- Director of the David C. Anchin Center for the Advancement of Teaching, University of South Florida
- Director, Pediatric Obesity Research Program, University of Tennessee Health Science Center
- Director of Children's Mental Health Services Research Center and Betsey R. Bush Endowed Professor in Behavioral Health, University of Tennessee, Knoxville
- Director of Addiction Medicine, Virginia Commonwealth University
- Director, School of Mass Communications, Virginia Commonwealth University

Chairs

- Academic Pathologist, Des Moines University
- Chair, Family Medicine, Des Moines University
- Harris Chair of Business & Technology, East Tennessee State University
- Founding Chair, Biomedical Engineering Department, Khalifa University of Science, Technology, and Research
- Russell Chair of Manufacturing Excellence, Middle Tennessee State University
- Head, Department of Computer & Information Technology, Purdue University
- Chair of Chemistry, Southern Methodist University
- Chair of the Department of Biostatistics, The University of Alabama at Birmingham
- Chair, Department of Health Services Administration, The University of Alabama at Birmingham
- Chair, Department of Marketing, Industrial Distribution & Economics, The University of Alabama at Birmingham (*current*)
- Chair, Department of Physical Therapy, The University of Alabama at Birmingham (*current*)
- Chair of the Department of Curriculum, Instruction, and Special Education, The University of Southern Mississippi (*current*)
- Chair, Department of Bioengineering, The University of Texas at Arlington (*current*)
- Chair, Department of Biology, The University of Texas at Arlington
- Chair, Department of Computer Science and Engineering, The University of Texas at Arlington (*current*)
- Chair, Department of Psychology, The University of Texas at Arlington (*current*)
- Chair and Professor, J. Crayton Pruitt Family Department of Biomedical Engineering, University of Florida

- Chair, Department of Materials Science and Engineering, University of Florida
(*current*)
- Intel / Charles E. Young Endowed Chair in Information Technology, University of Florida (*current*)
- Intel / Charles E. Young Endowed Chair in Nanotechnology, University of Florida
- Chair of OB/GYN, University of Mississippi Medical Center
- Chair, Department of Internal Medicine, University of Tennessee Health Science Center
- Chair, Department of Pediatric Radiology, University of Tennessee Health Science Center
- Chair, Department of Preventive Medicine, University of Tennessee Health Science Center
- Division Chief of Gastroenterology, University of Tennessee Health Science Center
- Eastridge-Cole Endowed Professorship for Thoracic Oncologic Surgery, University of Tennessee Health Science Center
- Chair of Pediatrics and Physician-in-Chief, University of Tennessee Health Science Center and Le Bonheur Children's Hospital
- Betsey R. Bush Endowed Professor in Children and Families at Risk, University of Tennessee, Knoxville (*current*)
- Chair of Radiology, UT Graduate School of Medicine
- Chair, Department of Medicine, UT Graduate School of Medicine
- Chair, Department of Obstetrics and Gynecology, UT Graduate School of Medicine
- Chair, Department of Radiology, UT Graduate School of Medicine
- Chief, Section of Hepatology, Virginia Commonwealth University

PROFESSIONAL TEAM

5.1.3. Lead Consultant & Professional Team

DAN PARKER **CHAIRMAN**

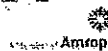
Dan is an internationally-respected industry leader known for providing exemplary client service that delivers results, on-schedule. Over the past 28 years, Dan has led the completion of over 1000 senior-level searches representing higher education, health sciences, sports and corporate clients throughout the Americas, Europe, Pacific Rim, Middle East, and Africa.

Prior to founding Parker Executive Search, Dan has held senior leadership positions in two predecessor firms. He was a partner of the global executive search firm Baker Parker and Associates for 10 years and, before that, served as Vice President and Managing Director of A.T. Kearney's Atlanta office. Dan has held senior-level management positions with Samsonite Corporation and Aladdin Industries, overseeing senior executive employment and leading organizational change, as well as responsible for labor and contract negotiation.

Dan earned a Bachelor and Master's degree from the University of Georgia and has been recognized for his dedicated and loyal service on the Executive Committee for the University of Georgia's Alumni Association. He also is a graduate of Brewton-Parker College, where he served as a trustee and was selected Alumni of the Year. Dan was awarded an Honorary Doctorate of Humane Letters in 2007 by Brewton-Parker College. Dan has also served as an adjunct professor at Middle Tennessee State University.



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Five Concourse Parkway
Suite 2900
Atlanta, GA 30328
770.804.1996 x101
dparker@parkersearch.com

PROFESSIONAL TEAM

LAURIE C. WILDER – LEAD CONSULTANT PRESIDENT

As President, Laurie Wilder is responsible for the day-to-day operations and leadership of Parker Executive Search.

Laurie has been with the firm for 16 years and is responsible for leading the development and delivery of successful recruiting strategies and best practices across multiple disciplines and industries.

Laurie has been involved in all aspects of the search process and has successfully conducted approximately 800 leadership searches. Her experience spans across AAU public research universities, regional and state colleges, as well as private liberal arts institutions. She has recruited for all leadership positions within the academic/collegiate athletics arena. Laurie has also actively worked on middle- and senior-level searches in the sales, marketing, material management, logistics, human resources, general management, operations, manufacturing, construction, and finance disciplines.

Laurie enjoys developing lasting relationships with her clients, and she feels a strong sense of ownership and responsibility for meeting their needs. The confidence her clients place in Parker Executive Search inspires her to never lose sight of the challenges and sense of purpose that drives her.

Laurie is often an invited speaker to higher education associations and enjoys discussing the role of executive search in academic leadership recruitment. She is a past board member of the Atlanta Tipoff Club, which annually awards basketball's Naismith Award. She also has been a speaker at the Executive Leadership Institute for the National Association of Collegiate Women Athletics Administrators and for the NCAA Champions Forum.

Laurie is driven by opportunities to give back to her community. She is an active volunteer for Atlanta based Feeding the Multitude. She plays a key role in the volunteer leadership of the Wesleyan Arts Alliance.

Laurie graduated with honors from the University of Georgia with a Bachelor of Business Administration and an emphasis in management. Before joining Parker Executive Search, she was vice president of corporate relocation for Harry Norman Realtors and worked in sales for ConAgra Corporation.

Laurie lives in Johns Creek, Ga., with her husband, Preston, and their children, Maguire and Holden. They are members of North Point Community Church.



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Five Concourse Parkway
Suite 2900
Atlanta, GA 30328
770.804.1996 x102
lwilder@parkersearch.com

PROFESSIONAL TEAM

KATIE BAIN

VICE PRESIDENT & MANAGING DIRECTOR

Katie Bain joined the Parker Executive Search team in June 2005 as an Associate, and now leads the academic health sciences and healthcare practice.

She develops and executes searches for a range of top academic health science centers and higher education clients across the country. Katie is engaged in every step of the search process and some of her specific responsibilities include: partnering with clients to fully understand their purposes and goals; developing and executing on a well-defined search strategy specific to the needs of each client; identifying and recruiting the most qualified candidates for each opportunity; and providing counsel and guidance throughout the search process. Katie ensures that a thorough process is applied in an expert manner leading to successful execution and completion of searches.

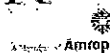
Katie graduated magna cum laude from the Medical College of Georgia in 2001 with a bachelor's degree in nursing. After working as a registered nurse for 2 years, she pursued an advanced degree at the University of Georgia, earning her MBA in May 2005.

Katie lives in Alpharetta, Ga., with her husband, Michael, and their two sons. She is actively involved in her local community and volunteers at her son's school, church and local sports organizations.



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Five Concourse Parkway
Suite 2900
Atlanta, GA 30328
770.804.1996 x108
kbain@parkersearch.com

PROFESSIONAL TEAM

PORSHA WILLIAMS VICE PRESIDENT

Porsha Williams is vice president of higher education for Parker Executive Search.

She leads business, client and candidate development for the firm's higher education practice.

Her career with the firm began as Chief of Staff to the President and quickly advanced through the ranks to her current leadership role. She is responsible for client management, candidate development and recruitment, and successful search execution. Porsha has significant experience recruiting world class leaders among colleges and universities across the country. She has successfully completed over 200 searches. In addition, Porsha has conducted substantial work for Fortune 500 companies in the financial services industry.

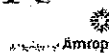
Prior to joining the firm in 2005, Porsha worked in sales and management for the Hertz Corporation and was quickly promoted to branch manager in Tucker, Ga. She graduated from the University of Georgia with a bachelor's degree in speech communications.

Porsha is passionate about diversity recruitment and finding opportunities for talented minority candidates. She also is an organizer and advisor to Feeding the Multitude, an organization that helps feed underprivileged youth and families.

Porsha lives in Lawrenceville, Ga, with her husband, Courtney, and their daughters Kai and Kendall.



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Executive Search



Five Concourse Parkway
Suite 2900
Atlanta, GA 30328
770.804.1996 x109
pwilliams@parkersearch.com

PROFESSIONAL TEAM

ERIN RAINES, J.D.

ASSOCIATE

Erin Raines joined Parker Executive Search in 2013 and plays an integral role in recruiting higher education leaders.

She focuses on research, candidate development, client and candidate logistics and is a key force in facilitating client and candidate communication.

Prior to joining the firm, Erin worked at Greenberg Traurig, LLP in Atlanta, Georgia. Erin graduated cum laude with a Bachelor of Science in finance from the University of Tennessee, Knoxville. She also earned her Juris Doctorate degree from the University of Tennessee College of Law.

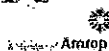
Erin brings a high level of performance and enthusiastically assists in recruiting qualified candidates who make a difference on college campuses across the country.

Erin serves on the board of the Atlanta Region Alumni Chapter of the University of Tennessee. Living in Atlanta, Erin is an avid sports fan, who enjoys traveling, volunteering and spending time with family and friends.



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Five Concourse Parkway
Suite 2900
Atlanta, GA 30328
770.804.1996 x117
eraines@parkersearch.com

PROFESSIONAL TEAM

JACOB ANDERSON ASSOCIATE

Jacob joined Parker Executive Search in 2012 as an Associate in the Academic Health Sciences and Healthcare Practice.

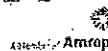
As an Associate, he works to identify and recruit strong candidates for each individual client. Jacob's responsibilities include setting a strategy for the recruitment of qualified individuals, researching and sourcing potential candidates, managing the logistics of interviews, and conducting thorough background and reference checks on finalist candidates. Jacob partners with the Vice President and Managing Director of the Academic Health Sciences and Healthcare Practice on client engagement and updates throughout the search process, and he often leads off-site first round interviews.

Jacob graduated summa cum laude from the University of Georgia Honor's Program with a Bachelor of Business Administration in Finance and a Bachelor of Arts in Spanish. During his time in college, Jacob spent eight weeks studying and living with a family in Seville, Spain. He also interned and worked as a consultant for Parker Executive Search. Following graduation, he directed the website redesign of a leading Real Estate Auction firm. After completing the project, Jacob joined Parker Executive Search in his current capacity.

Jacob enjoys traveling and college football. He currently resides in Atlanta, Georgia.



PARKER
Executive Search



Five Concourse Parkway
Suite 2900
Atlanta, GA 30328
770.804.1996 x111
janderson@parkersearch.com

PROFESSIONAL TEAM

MICHAEL PLUNKETT MANAGER OF TECHNOLOGY

Michael Plunkett is the manager of technology, ensuring all technological operations of Parker Executive Search run smoothly, from the computer and phone systems to the Parker Dashboard, the proprietary web application the firm uses to manage searches.

He also maintains each client's secure website and the firm's website.

In 2010, Michael joined the firm as a database manager and developed and launched the Parker Dashboard later that year. An avid sports fan, he expanded the firm's collegiate athletic coach database and also was featured in an ESPN.com article about the database. In 2011, Michael became one of only three to ever receive the Parker Executive Search President's Award.

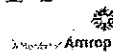
Michael graduated from the University of Georgia in 2009 with a Bachelor of Arts in cognitive science and is currently pursuing his MBA at Georgia Tech.

Michael is active in the UGA Alumni Association and an active alumnus of the Westminster Schools. He currently lives in Buckhead and enjoys playing guitar, bowling and going to sporting events and concerts.



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Executive Search



Five Concourse Parkway
Suite 2900
Atlanta, GA 30328
770.804.1996 x114
mplunkett@parkersearch.com

5.1.4. References

Anthony Barbar
Chair, Board of Trustees
Florida Atlantic University
Boca Raton, FL 33431

[REDACTED]

Jimmy Cheek, Ph.D.
Chancellor
University of Tennessee, Knoxville
527 Andy Holt Tower
Knoxville, TN 37996

[REDACTED]

Phyllis M. Wise, Ph.D.
Chancellor
University of Illinois, Urbana-
Champaign
601 E. John Street
Champaign, IL 61820

[REDACTED]

George Ross, Ph.D.
President
Central Michigan University
Office of the President
Mount Pleasant, MI 48859

[REDACTED]

Hank M. Bounds, Ph.D.
Commissioner
Mississippi Board of Trustees of State
Institutions of Higher Learning
3825 Ridgewood Road
Jackson, MS 39211

[REDACTED]

E. Gordon Gee, Ed.D., J.D.
President
West Virginia University
P.O. Box 6201
Morgantown, WV 26506

[REDACTED]

Susan Herbst, Ph.D.
President
University of Connecticut
Gulley Hall, Unit 2048
Storrs, CT 06269

[REDACTED]

Kirk H. Schulz, Ph.D.
President
Kansas State University
Manhattan, KS 66506

[REDACTED]

5.1.5. Schedule/Time Commitment

The exact timing is directed by the Board of Regents and Committee. We will agree on a strict timeline and commit the full resources of our firm to aggressively conduct the search to meet and hopefully exceed the Board of Regents' and Committee's expectations. Our firm has a reputation for successfully completing assignments on schedule.

Define Objectives & Specifications

April 2015

- Parker Executive Search will meet with the Board of Regents, Committee, and all university constituency groups on campus
- Develop a position specification
- Finalize timeline

Identify & Assess Candidates

Late March – August 2015

- Advertising
- Conduct original research
- Aggressively recruit and assess candidates

Facilitate Process & Interviews

Late August – Early Sept 2015

- Coordinate all interview and travel logistics for candidates, Board of Regents, and Committee
- Assist in interview preparation
- Conduct extensive background and reference checks

Negotiation & Candidate Follow-up

September 2015

- Recruit preferred candidate
- Assist in negotiations
- Follow-up communication with all candidates

5.1.6. Stakeholders Involvement

Parker Executive Search strongly believes in the value and importance of stakeholder involvement throughout the search process for the University of Iowa. There are various ways to ensure this engagement, including:

- Parker Executive Search will engage with all constituency groups on campus at the beginning of the search process. These groups can include, but are not limited to:
 - Faculty
 - Staff
 - Students
 - Executive leadership
 - Alumni
 - Community leaders

These meetings are designed to gain insight into desired qualifications of the next leader, opportunities for success, and potential challenges.

- Parker Executive Search will solicit recommendations from these constituency groups throughout the process.
- Parker Executive Search will encourage the Search Committee to provide periodic updates to all stakeholders.
- Parker Executive Search will facilitate all on campus interviews and ensure stakeholders have an opportunity to provide input to the Board of Regents.

Commitment to Diversity

Our firm proactively identifies and recruits candidates who are ethnic minority and/or female. We are professionally and personally committed to this aspect in any search process. Recent searches which have resulted in the placement of an ethnic minority and/or female include:

- Director, Marketing and Business Development, Studer Education
 - Candidate Selected: **Carolyn Ward**
 - Date of Completion: January 2015
- Associate Dean of Nursing & Healthcare Innovation, University of Delaware
 - Candidate Selected: **Emily J. Hauenstein**
 - Date of Completion: December 2014
- Dean of College of Health Sciences, Rush University
 - Candidate Selected: **Charlotte Royeen**
 - Date of Completion: December 2014
- Dean, College of Nursing, University of Wisconsin-Oshkosh
 - Candidate Selected: **Leslie Neal-Boylan**
 - Date of Completion: November 2014
- Dean of the College of Law, University of Tennessee, Knoxville
 - Candidate Selected: **Melanie Wilson**
 - Date of Completion: November 2014
- Director of Admissions, Georgia College
 - Candidate Selected: **Ramon Blakley**
 - Date of Completion: October 2014
- Chief Human Resource Officer, Georgia College
 - Candidate Selected: **Leslie Pierce**
 - Date of Completion: August 2014

- Chair, Department of Preventive Medicine, University of Tennessee Health Science Center
 - Candidate Selected: **Teresa M. Waters**
 - Date of Completion: July 2014
- Vice President of Business and Finance, West Texas A&M University
 - Candidate Selected: **Sherri Bays**
 - Date of Completion: June 2014
- Vice Chancellor - Student Affairs, University of California, San Diego
 - Candidate Selected: **Juan Gonzalez**
 - Date of Completion: June 2014
- Vice President for Human Capital, Kansas State University
 - Candidate Selected: **Cheryl L. Johnson**
 - Date of Completion: May 2014
- Vice President for Research, Kansas State University
 - Candidate Selected: **Karen Burg**
 - Date of Completion: May 2014
- Dean, College of Liberal Arts & Sciences, University of Illinois, Urbana-Champaign
 - Candidate Selected: **Barbara Wilson**
 - Date of Completion: May 2014
- Director of Athletics, University of Hartford
 - Candidate Selected: **Anton E. Goff**
 - Date of Completion: May 2014
- Commissioner, Northern Sun Intercollegiate Conference
 - Candidate Selected: **Erin Lind**
 - Date of Completion: April 2014

- Associate Dean for Student Affairs, College of Pharmacy, University of Tennessee Health Science Center
 - Candidate Selected: Jennifer S. Williams
 - Date of Completion: April 2014
- Head Women's Basketball Coach, California State University, Fresno
 - Candidate Selected: Jaime White
 - Date of Completion: April 2014
- Director, School of Computing, The University of Southern Mississippi
 - Candidate Selected: Andrew Sung
 - Date of Completion: April 2014
- Director of Children's Mental Health Services Research Center and Betsey R. Bush Endowed Professor in Behavioral Health, University of Tennessee, Knoxville
 - Candidate Selected: Uma Rao
 - Date of Completion: April 2014
- Provost and Vice President of Academic Affairs, Valdosta State University
 - Candidate Selected: Hudson Rogers
 - Date of Completion: April 2014
- Executive Director, Strategic Consulting, Georgia Institute of Technology
 - Candidate Selected: Sonia M. Alvarez-Robinson
 - Date of Completion: March 2014
- Director, Corporate Communications (Blank Family of Businesses), The Blank Family of Businesses
 - Candidate Selected: Elena Cizmaric
 - Date of Completion: March 2014
- Director, Foundation Communications, The Blank Family of Businesses
 - Candidate Selected: Alison Sawyer
 - Date of Completion: March 2014

- Director of Recreation and Intercollegiate Athletics, University of Pennsylvania
 - Candidate Selected: **M. Grace Calhoun**
 - Date of Completion: March 2014
- Dean of Library Services, Indiana State University
 - Candidate Selected: **Robin Crumrin**
 - Date of Completion: March 2014
- Dean, School of Optometry, The University of Alabama at Birmingham
 - Candidate Selected: **Kelly Nichols**
 - Date of Completion: February 2014
- Dean, School of Nursing, Health, and Exercise Science, The College of New Jersey
 - Candidate Selected: **Carole Kenner**
 - Date of Completion: January 2014
- Dean, College of Dental Medicine, Georgia Regents University
 - Candidate Selected: **Carol Lefebvre**
 - Date of Completion: January 2014
- Head Football Coach, Vanderbilt University
 - Candidate Selected: **Derek Mason**
 - Date of Completion: January 2014
- Chair, Department of Health Services Administration, The University of Alabama at Birmingham
 - Candidate Selected: **Christy Harris Lemak**
 - Date of Completion: January 2014
- Associate Vice Chancellor of Human Resources, University of Tennessee Health Science Center
 - Candidate Selected: **Chandra Alston**
 - Date of Completion: January 2014

- Founding Dean, School of Health Sciences, Emory and Henry College
 - Candidate Selected: Lou Fincher
 - Date of Completion: December 2013
- Associate Vice Chancellor of Advancement, Purdue University Calumet
 - Candidate Selected: Chandra Dennis
 - Date of Completion: December 2013
- Dean, College of Graduate and Professional Studies & Chief Research Officer, Indiana State University
 - Candidate Selected: Lynn Maurer
 - Date of Completion: December 2013
- Head Coach, Atlanta Dream
 - Candidate Selected: Michael J. Cooper
 - Date of Completion: November 2013
- Director of Internal Audit, University of South Carolina
 - Candidate Selected: Pamela Doran
 - Date of Completion: October 2013
- Director, Pediatric Obesity Research Program, University of Tennessee Health Science Center
 - Candidate Selected: Joan C. Han
 - Date of Completion: September 2013
- Director, Institute of Public & Preventive Health, Georgia Regents University
 - Candidate Selected: Selina Smith
 - Date of Completion: September 2013
- Vice President for Development and Alumni Relations, University of South Carolina
 - Candidate Selected: Jancy Houck
 - Date of Completion: August 2013

- Associate Vice President and Director of Athletics, Northern Illinois University
 - Candidate Selected: Sean T. Frazier
 - Date of Completion: July 2013
- Vice President for Division II, National Collegiate Athletic Association
 - Candidate Selected: Terri Steeb-Gronau
 - Date of Completion: July 2013
- Director of Athletics, University of Chicago
 - Candidate Selected: Erin M. McDermott
 - Date of Completion: June 2013
- Vice President for Student Affairs, West Texas A&M University
 - Candidate Selected: Donna Eddleman
 - Date of Completion: June 2013
- Vice President for Student Life, University of Washington
 - Candidate Selected: Denzil J. Suite
 - Date of Completion: May 2013
- Dean of the Bagley College of Engineering, Mississippi State University
 - Candidate Selected: Achille Messac
 - Date of Completion: May 2013
- Director of Athletics, Rutgers University
 - Candidate Selected: Julie Hermann
 - Date of Completion: May 2013
- Dean of the College of Education, University of South Florida
 - Candidate Selected: Vasti Torres
 - Date of Completion: May 2013
- Director, School of Mass Communications, Virginia Commonwealth University
 - Candidate Selected: Hong Cheng
 - Date of Completion: May 2013

- Dean, USC Union, University of South Carolina
 - Candidate Selected: Alice Taylor-Colbert
 - Date of Completion: May 2013
- Head Men's Basketball Coach, Loyola University, Maryland
 - Candidate Selected: Orlando (G.G.) Smith
 - Date of Completion: April 2013
- Chair, Department of Radiology, UT Graduate School of Medicine
 - Candidate Selected: Laura Findeiss
 - Date of Completion: April 2013
- Dean, Bayh College of Education, Indiana State University
 - Candidate Selected: Kandi Hill-Clarke
 - Date of Completion: April 2013
- Dean, School of Business, The University of Alabama at Birmingham
 - Candidate Selected: Eric Jack
 - Date of Completion: April 2013
- Dean, College of Health, Education and Professional Studies, University of Tennessee, Chattanooga
 - Candidate Selected: Valerie Rutledge
 - Date of Completion: March 2013
- Dean of the College of Music, Florida State University
 - Candidate Selected: Patricia Flowers
 - Date of Completion: February 2013
- President, The University of Southern Mississippi
 - Candidate Selected: Rodney D. Bennett
 - Date of Completion: February 2013

- Head Football Coach, Widener University
 - Candidate Selected: **Bobby Acosta**
 - Date of Completion: January 2013
- Chancellor, Palmetto College, University of South Carolina
 - Candidate Selected: **Susan Elkins**
 - Date of Completion: January 2013
- Director of Athletics, University of Hawai'i at Manoa
 - Candidate Selected: **Ben Jay**
 - Date of Completion: December 2012
- Head Football Coach, Georgia State University
 - Candidate Selected: **Trent Miles**
 - Date of Completion: December 2012
- Vice Chancellor for Diversity, University of Tennessee, Knoxville
 - Candidate Selected: **Rickey Hall**
 - Date of Completion: November 2012
- Founding Dean, Allen E. Paulson College of Engineering & Information Technology, Georgia Southern University
 - Candidate Selected: **Mohammad Davoud**
 - Date of Completion: October 2012
- Associate Vice President for Community-Based Practice, University of Illinois Hospital & Health Sciences System
 - Candidate Selected: **Robert A. Winn**
 - Date of Completion: September 2012
- Chief Information Officer / Associate Provost, The University of Alabama at Huntsville
 - Candidate Selected: **Melody (Dee) Childs**
 - Date of Completion: June 2012

- Chair and Professor, J. Crayton Pruitt Family Department of Biomedical Engineering, University of Florida
 - Candidate Selected: Christine E. Schmidt
 - Date of Completion: June 2012
- Dean, College of Journalism and Communications, University of Florida
 - Candidate Selected: Diane McFarlin
 - Date of Completion: June 2012
- Vice Chancellor for Academic Affairs and Provost, University of Illinois, Urbana-Champaign
 - Candidate Selected: Ilesanmi Adesida
 - Date of Completion: May 2012
- Dean of the Coles College of Business, Kennesaw State University
 - Candidate Selected: Kathy (Kat) Schwaig
 - Date of Completion: May 2012
- Dean, College of Health Professions, Ferris State University
 - Candidate Selected: Matthew Adeyanju
 - Date of Completion: May 2012
- Head, Department of Computer & Information Technology, Purdue University
 - Candidate Selected: Fatma Mili
 - Date of Completion: May 2012
- Chancellor, Southern Illinois University, Edwardsville
 - Candidate Selected: Julie Furst-Bowe
 - Date of Completion: April 2012
- Provost, The University of Alabama at Birmingham
 - Candidate Selected: Linda C. Lucas
 - Date of Completion: April 2012

- Chief Executive Officer, iHoops
 - Candidate Selected: **Derrick Godfrey**
 - Date of Completion: April 2012
- Dean, College of Engineering Technology, Ferris State University
 - Candidate Selected: **J.K. Yates**
 - Date of Completion: April 2012
- Director of Athletics, Southeast Missouri State University
 - Candidate Selected: **Mark Alnutt**
 - Date of Completion: April 2012
- Head Men's Basketball Coach, Texas Christian University
 - Candidate Selected: **Trent Johnson**
 - Date of Completion: April 2012
- Director of Center for Improvement of Teaching & Learning, Des Moines University
 - Candidate Selected: **Annie Daniel**
 - Date of Completion: April 2012
- Head Men's Basketball Coach, Mississippi State University
 - Candidate Selected: **Rick Ray**
 - Date of Completion: April 2012
- Vice President and Director of Athletics, Northern Arizona University
 - Candidate Selected: **Lisa Campos**
 - Date of Completion: March 2012
- Chief Compliance Officer, Des Moines University
 - Candidate Selected: **Erika Linden**
 - Date of Completion: March 2012

- Director of Athletics, St. Cloud State University
 - Candidate Selected: **Heather Weems**
 - Date of Completion: March 2012
- Dean, College of Applied Engineering, Sustainability and Technology, Kent State University
 - Candidate Selected: **Shin-Min (Simon) Song**
 - Date of Completion: March 2012
- Dean, College of Nursing, University of Tennessee Health Science Center
 - Candidate Selected: **Laura Talbot**
 - Date of Completion: March 2012
- Director of Athletics, University of Connecticut
 - Candidate Selected: **Warde Manuel**
 - Date of Completion: February 2012
- Dean of the College of Business, Albany State University
 - Candidate Selected: **Fidelis M. Ikem**
 - Date of Completion: November 2011
- Vice President for University Advancement, Georgia Southern University
 - Candidate Selected: **Salinda Arthur**
 - Date of Completion: August 2011
- Chair, Department of Medicine, UT Graduate School of Medicine
 - Candidate Selected: **Rajiv Dhand**
 - Date of Completion: July 2011
- Managing Director of Communications, National Collegiate Athletic Association
 - Candidate Selected: **Amy Kudwa**
 - Date of Completion: July 2011

- Dean, College of Arts and Sciences, University of Tennessee, Knoxville
 - Candidate Selected: **Theresa M. Lee**
 - Date of Completion: June 2011
- Dean of the College, Dartmouth College
 - Candidate Selected: **Charlotte H. Johnson**
 - Date of Completion: May 2011
- Athletic Director, Kennesaw State University
 - Candidate Selected: **Vaughn Williams**
 - Date of Completion: April 2011
- Vice Chancellor/Vice President for Research and Technology Transfer, The University of Houston System
 - Candidate Selected: **Rathindra Bose**
 - Date of Completion: April 2011
- Head Men's Basketball Coach, University of Tennessee, Knoxville
 - Candidate Selected: **Cuonzo Martin**
 - Date of Completion: March 2011
- Head Men's Basketball Coach, Georgia State University
 - Candidate Selected: **Ron Hunter**
 - Date of Completion: March 2011
- Vice President of Administration and Chief Financial Officer, National Collegiate Athletic Association
 - Candidate Selected: **Kathleen McNeely**
 - Date of Completion: March 2011
- Vice President and General Counsel, Northern Illinois University
 - Candidate Selected: **Jerry D. Blakemore**
 - Date of Completion: February 2011

- Athletic Director, Loyola University, Chicago
 - Candidate Selected: **M. Grace Calhoun**
 - Date of Completion: February 2011
- Vice President for Legal Affairs and General Counsel, National Collegiate Athletic Association
 - Candidate Selected: **Donald Michael Remy**
 - Date of Completion: January 2011
- Head Football Coach, Vanderbilt University
 - Candidate Selected: **James Franklin**
 - Date of Completion: December 2010
- Dean, College of Education and Health Professions, Columbus State University
 - Candidate Selected: **Barbara Buckner**
 - Date of Completion: December 2010
- Vice President of Communications, National Collegiate Athletic Association
 - Candidate Selected: **Bob Williams**
 - Date of Completion: December 2010
- Dean, School of Dentistry, Meharry Medical College
 - Candidate Selected: **Janet Southerland**
 - Date of Completion: December 2010
- Dean of Students / Associate Vice President for Student Affairs, The University of Alabama at Huntsville
 - Candidate Selected: **Regina Young Hyatt**
 - Date of Completion: November 2010
- Associate Vice President for Enrollment Services, The University of Alabama at Huntsville
 - Candidate Selected: **Ingrid Hayes**
 - Date of Completion: October 2010

- Vice President of Enforcement, National Collegiate Athletic Association
 - Candidate Selected: Julie Roe Lach
 - Date of Completion: October 2010
- Director of Intercollegiate Athletics, Howard University
 - Candidate Selected: Louis (Skip) B. Perkins
 - Date of Completion: October 2010
- Vice President for Development and Alumni Relations, Western Kentucky University
 - Candidate Selected: Kathryn (Kathy) R. Costello
 - Date of Completion: September 2010
- University Controller, Florida International University
 - Candidate Selected: Cecilia Hamilton
 - Date of Completion: August 2010
- Director of Athletics, North Carolina State University
 - Candidate Selected: Debbie Yow
 - Date of Completion: June 2010
- Dean of the College of the Environment, University of Washington
 - Candidate Selected: Lisa Graumlich
 - Date of Completion: May 2010
- Dean, Haworth College of Business, Western Michigan University
 - Candidate Selected: Kay M. Palan
 - Date of Completion: May 2010
- Dean of University Libraries, Bowling Green State University
 - Candidate Selected: Kay A. Flowers
 - Date of Completion: May 2010

- Dean, School of Medicine, Meharry Medical College
 - Candidate Selected: Charles Mouton
 - Date of Completion: March 2010
- Head Football Coach, Widener University
 - Candidate Selected: Isaac Collins
 - Date of Completion: February 2010
- Executive Director, Robert Wood Johnson Foundation Center for Health Policy, Meharry Medical College
 - Candidate Selected: Daniel L. Howard
 - Date of Completion: January 2010

Professional Fee

February 6, 2015

Marcia R. Brunson
Policy and Operations Officer
Board of Regents, State of Iowa
11260 Aurora Avenue
Urbandale, IA 50322

Ms. Brunson:

We are prepared to represent the Board of Regents, State of Iowa in this search for a set fee of \$200,000. Our fee would be invoiced in three equal increments at the beginning of the search and 30 and 60 days thereafter (Terms will be Net 30, 1.5% per month). In addition to the professional fee, out-of-pocket expenses are invoiced to the client. These expenses include such items as teleconference calls with the search committee; research and delivery services; and travel and interview expenses for the search consultant. We make every effort to hold reimbursable expenses to a minimum and will ensure that our expenses are no more than 10% of the fee. Advertising, committee interview and travel expenses, and candidate travel expenses are not included in the 10% expense budget and will be invoiced separately to the Board of Regents, State of Iowa along with the appropriate documentation.

You may terminate a search for any reason upon notice. If this occurs within the first three months after we commence our engagement, the fee for our services up to that point shall be equal to the set fee, prorated on a per diem basis over the initial 90-day period. If the termination occurs after the 90-day period, the fee for our services shall be the set fee. If for any reason the candidate selected leaves the University of Iowa during the first 12 months, we will conduct an assignment to replace that individual without additional fee, but for out of pocket expenses only. We commit our professional effort to each search, and we will continue until the position is filled or until we are both satisfied that every reasonable effort has been made.

Best regards,



Laurie C. Wilder
President

March 12, 2015

Mr. Robert Donley
Executive Director
Iowa Board of Regents
11260 Aurora Avenue
Urbandale, IA 50322

Re: Executive Search Services

Mr. Donley,

We are pleased and honored to have the opportunity to represent the Iowa Board of Regents in the search for the next President of the University of Iowa. We look forward to meeting the Search Committee and other University constituency groups to discuss in detail the position, the required qualifications of potential candidates, and the timing of the search process. We will use the information and objectives provided by you and the Search Committee to recruit a qualified panel of candidates.

Scope of Work:

- **Understand the purposes and goals of the University of Iowa.**
 - Parker Executive Search will visit the University, its leadership, and those involved in the search in order to gain an understanding of the history, structure, and operations of the organization.
 - We meet with all interested parties involved in the search process to clearly understand and clarify the expectations for the search assignment.
- **Develop position specification.**
 - We will assist the Search Committee in identifying basic responsibilities, title, reporting relationships, and experience required in order to prepare the updated position specification.
 - We will provide the Search Committee with sample specifications and assist in fine-tuning the specification, as requested.
- **Parker Executive Search will provide a suggested search timeline and will seek the agreement of the professionals involved in the search process.**
 - This will include certain established dates, to include:
 - Updates on the search process and candidates;
 - Conference calls scheduled as necessary;
 - Delivery dates for the candidate recommendation and final report;
 - Interim meeting dates with the Committee and others as required.
 - In addition, interview dates, locations, and responsibilities will be established as agreed upon, using the timeline as a guide.

- Timelines are designed to also clarify who is responsible for the execution of each objective and target date.
- **The search firm will assist and advise the institution on appropriate advertising venues, which may include, but are not limited to:**
 - *The Chronicle of Higher Education*
 - *Diverse Issues in Higher Education*
 - *Women in Higher Education*
 - University of Iowa website
 - Parker Executive Search website
- **All potential candidates will be contacted by email and direct phone calls.**
 - The search firm's objective is to ensure that all interested parties have been contacted in a timely and professional manner.
 - One of the objectives of the search process is to give the client, candidates, and general public a substantial comfort level that the search has been conducted professionally and efficiently.
- **Original research and candidate identification will continue throughout the search process.**
 - The search firm uses both original research, as well as a careful review of the database, complimented by advertising in appropriate publications to identify and recruit qualified candidates to compare and evaluate against the position specification and each other.
- **An assessment will continue throughout the search process.**
 - The search firm will obtain an understanding of accomplishments, capabilities, strengths and weaknesses, and potential for success for each candidate through résumé review, telephone screenings, job specific questionnaires, and, in some instances, personal interviews.
- **The search firm will advise and facilitate the process.**
 - The search firm shares all information with the appropriate representative(s) of the University of Iowa. The search firm recommends candidates who are qualified and meet the specifications for the position, but the search firm does not have a vote in the final selection process.
- **The search firm's role in interview scheduling.**
 - The search firm will make all arrangements and schedule candidates for interviews with the representatives of the University, with their approval.
 - Consult with representatives of the University on determining dates and location for interviews.
 - Make all meeting arrangements with hotel/meeting venue.

- Schedule interview time and date with each candidate.
 - Assist candidates with air and/or ground travel arrangements.
 - Provide members of the Search Committee with complete interview schedule prior to interview dates.
- Schedule or assist in scheduling on-campus interviews for final candidates.
- **The search firm will assist the Search Committee, and others with preparing for interviews, to include:**
 - Developing a list of appropriate interview questions.
 - Advising University representatives on appropriate interviewing techniques, as necessary.
- **Conduct background checks on final candidates.**
 - Obtain written permission from each candidate to conduct background checks.
 - Conduct criminal, credit, and motor vehicle checks.
 - Confirm candidates' degrees.
 - Conduct media reviews for potentially controversial areas of concern.
 - Have candidates sign a statement of accuracy of vita and/or bio.
- **Conduct reference checks on final candidates.**
 - We speak directly with individuals who are in positions to evaluate the candidate's performance in recent years.
 - We encourage the Search Committee to conduct references on final candidates.
- **The search firm will work with University representatives in all candidate follow-ups, to include recruiting the preferred candidate.**
 - The firm will be involved in working with the client in concluding the search process, including salary and benefit negotiations, when appropriate.
 - In addition, the firm will continue to work with the successful candidates and maintain a close contact, including quarterly telephone conversations to ensure a smooth transition.
- **Candidate Follow-Up.**
 - The search firm will follow-up with all candidates who were not selected for final interviews, or ultimately extended an offer for the position.
 - It is the desire of the search firm to ensure that the University of Iowa has been represented professionally, and all interested parties feel that they have been given fair and open access to the search process.

We are prepared to represent the University of Iowa in this critical search assignment for a total set fee of \$200,000. The fee will be invoiced in three equal increments of \$66,666.66 at the beginning of the search and 30 and 60 days thereafter. In addition to the professional fee, direct expenses are billed on an out-of-pocket basis. These expenses include items such as teleconference calls with the

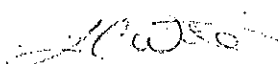
committee, research and delivery services, as well as travel and interview expenses for the search consultants. We make every effort to hold reimbursable expenses to a minimum and will ensure that our expenses are no more than 10% of the total fee. Advertising, committee interview, committee travel, and candidate travel expenses are not included in the 10% expense budget and will be invoiced separately to the University along with proper documentation.

You may terminate the searches for any reason upon notice. If this occurs within the first three months after we commence our engagement, the fee for our services up to that point shall be equal to the set fee, prorated on a per diem basis over the initial 90-day period. If the termination occurs after the 90-day period, the fee for our services shall be the set fee, which is equal to \$200,000.00 plus administrative expenses (capped at 10%) and reimbursable expenses.

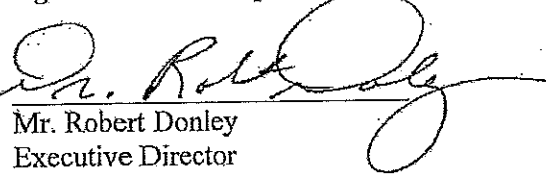
If for any reason either candidate selected leaves the University of Iowa during the first twelve months, we will conduct an assignment to replace that individual without additional fee, but for out-of-pocket expenses only, capped at 10% of the original set fee, and expenses invoiced separately to the University to include advertising, committee interview and travel expenses, and candidate travel expenses. We commit our professional effort to this search, and we will continue until the position is filled or until we are both satisfied that every reasonable effort has been made.

We are extremely pleased to have the opportunity to serve you and the University of Iowa, and to work with the Board of Regents and the Search Committee to identify and recruit the best available candidates for your consideration. If you are in agreement with this letter of understanding, please sign and return it for our files.

Best regards,


Laurie C. Wilder, President

Agreed to and accepted by:


Mr. Robert Donley
Executive Director
Iowa Board of Regents

3.13.15
Date

Parker Executive Search accepts, without reservation, the principles of equal opportunity in employment. Parker Executive Search does not discriminate on the basis of gender, disability, race, age, color, sexual orientation, political affiliation, veteran status, marital status, national origin, or religion.



THE UNIVERSITY OF IOWA

Timeline FOR SELECTION OF President

June 2, 2015

The exact timing is directed by the University of Iowa (Iowa). We will agree with Iowa on a strict timeline and commit the full resources of our firm to aggressively conduct the search to meet and hopefully exceed Iowa's expectations. Our firm has a reputation for successfully completing assignments on schedule.

<u>DATE/TIME</u>	<u>OBJECTIVE</u>	<u>RESPONSIBILITY</u>
March 25, 2015	Meeting with the Presidential Search Committee concerning search process.	Presidential Search Committee and PES
May 8, 2015 10:30 a.m. – 2:30 p.m. Central: Search Committee Meeting	Meeting with the Presidential Search Committee concerning position requirements, timeline, and search process.	Presidential Search Committee and PES
May/ June 2015	Advertisements announcing the position will be placed in the following venues: <ul style="list-style-type: none">• <i>Chronicle of Higher Education</i>• <i>Diverse Issues in Higher Education</i>• <i>Women in Higher Education</i>• <i>Hispanic Outlook in Higher Education</i>• <i>Forbes</i>• <i>The Economist</i>• Faculty Blogs• University of Iowa website• Parker Executive Search website	PES

May 2015 – August 2015	Candidate identification will proceed through advertising and direct recruiting by the Presidential Search Committee and PES to identify qualified candidates interested in the position.	Presidential Search Committee and PES
June 4, 2015	<p>The first search update will be provided to the Presidential Search Committee.</p> <p>The Presidential Search Committee will have access to all written updates via a secure website. Access information will be provided.</p>	Presidential Search Committee and PES
<p>July 2, 2015</p> <p><i>12:00 p.m. – 1:00 p.m.</i></p> <p><i>Central: Conference Call</i></p>	The second search update will be provided to the Presidential Search Committee. This will include the Candidate Status Log being posted on the secure site.	Presidential Search Committee and PES
July 24, 2015	At the request of the Presidential Search Committee, PES will upload <i>available</i> candidate materials on the secure website no later than 4:00 pm central.	PES
<p>July 30, 2015</p> <p><i>1:00 p.m. – 2:00 p.m.</i></p> <p><i>Central: Conference Call</i></p>	The third search update will be provided to the Presidential Search Committee. This will include the Candidate Status Log being posted on the secure site.	Presidential Search Committee and PES
July 31, 2015	<p>The Presidential Search Committee will be provided access to <u>ALL</u> candidate materials</p> <p><i>(Access to the candidate materials on the secure website will be available no later than 4:00 p.m. central. PES will be available by phone for any questions.)</i></p>	PES
<p>August 4, 2015</p> <p><i>3:00 p.m. – 5:00 p.m.</i></p> <p><i>Central: Search Committee Meeting</i></p>	<p>The Presidential Search Committee will meet to discuss candidates and identify 8 (more or less) candidates to schedule for initial interviews.</p> <p><i>PES will be on-site to facilitate.</i></p>	Presidential Search Committee and PES
August 11 and 12, 2015	The Presidential Search Committee will conduct initial interviews of 8 (more or less) candidates. Candidates will be scheduled by PES. (Location: Chicago)	Presidential Search Committee and PES
August 12, 2015	The Presidential Search Committee will select final candidates for on-campus interviews.	Presidential Search Committee

Week of August 31, 2015 (as needed) <i>August 31st</i> <i>September 1st</i> <i>September 2nd</i> <i>September 3rd</i>	The final candidates may be scheduled for on-campus interviews, to be arranged with the advice and assistance of PES. PES will conduct extensive background checks on all final candidates, including credit, criminal and motor vehicle background checks, confirm degrees, conduct media reviews for potentially controversial areas of concern, obtain candidates' signed statement of resume accuracy, and reference checking. <u>(It is the search firm's recommendation that the Presidential Search Committee may wish to conduct team referencing of the final candidates)</u>	Presidential Search Committee and Campus Constituency Groups
September 4, 2015	Board of Regents may conduct interviews of the final candidates. (Location: The University of Iowa)	Board of Regents of the State of Iowa
Early September 2015	An offer may be extended to the selected candidate. The search firm will contact all candidates who are not selected for final consideration.	Board of Regents of the State of Iowa and PES PES
To Be Determined	The President may assume responsibilities at the University of Iowa.	

Parker Executive Search will work directly with the Presidential Search Committee and the University of Iowa to arrange all schedules and assist in facilitating and expediting the process of candidate recommendation. The search firm will also work with the Presidential Search Committee and Board of Regents to arrange final schedules and, when necessary, assist in the offer and negotiations. Background and reference checks will continue throughout the process to ensure that the all parties are satisfied with the information provided on each final candidate.

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**Presidential Search and Screen Committee
University of Iowa President**

August 4th 2015
3:00 – 5:00 pm

Meeting Agenda

Convene meeting (Robillard)

Roll Call (Robillard)

Approve minutes (Robillard)

Motion to move into closed session (Robillard)

"I move to enter into closed session pursuant to Iowa Code §21.5(1)(i) to evaluate the professional competency of individuals whose appointment/hiring is being considered. The individuals have requested that their competency be discussed by the Committee in closed session."

(This motion must be approved by a roll call vote and two thirds of the members of the body or all of the members present at the meeting must vote in favor of the motion. We will be keeping detailed minutes of all discussion, persons present and action occurring at a closed session along with an audio recording of the closed session)

Deliberations (All)

Reconvene in open session (Robillard)

Adjourn (Robillard)

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UI presidential search committee to meet August 4

BY: OFFICE OF STRATEGIC COMMUNICATION | 2015.07.31 | 08:50 AM

The University of Iowa Presidential Search and Screen Committee will meet from 3 to 5 p.m. Tuesday, Aug. 4, in Room 2390 of the University Capitol Centre, 200 South Capitol Street.

A portion of the meeting will be held in closed session to allow the committee to evaluate the presidential candidates pursuant to Iowa Code section 21.5.1.i.



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UI presidential search committee to hold "airport interviews"

BY: OFFICE OF STRATEGIC COMMUNICATION | 2015.08.09 | 12:02 PM

The University of Iowa Presidential Search and Screen Committee will hold "airport interviews" for nine candidates on Tuesday, Aug. 11, and Wednesday, Aug. 12, 2015. The 21-member committee will meet in conference room DFW at the Hyatt Regency O'Hare, 9300 Bryn Mawr Avenue, in Rosemont, Illinois.

The interviews will be held in closed session to allow the committee to evaluate the presidential candidates pursuant to Iowa Code section 21.5.1.i.

Agenda

University of Iowa

Presidential Search and Screen Committee

Location: Hyatt Regency O'Hare (Room DFW), Rosemont, Illinois

Tuesday, Aug. 11, 2015, at 7:30 a.m.

1. Call to order for Aug. 11, 2015
2. Minutes of Aug. 4, 2015, committee meeting
3. Orientation session
4. Candidate interviews (closed session)

Wednesday, Aug. 12, 2015, at 7:15 a.m.

1. Call to order for Aug. 12, 2015
2. Candidate interviews and discussion (closed session)

The next steps:

- Aug. 31-Sept. 3: Finalists will visit campus
- Sept. 4: Candidates will meet with the Iowa Board of Regents

Contacts:

Jeneane Beck, Senior Director for News Media Relations, 319-384-0054

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