

ACADEMIC SEARCH

Identifying leaders for higher education since 1976



A PROPOSAL FOR

SUNY Canton

Presidential Search

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August 16, 2013

Ronald M. O'Neill
Chair
SUNY Canton College Council

Dear Mr. O'Neill,

On behalf of *Academic Search*, I write to express our interest in partnering with you on the recruitment of the next president at State University of New York College of Technology at Canton (SUNY Canton). *Academic Search's* breadth of knowledge, unique and methodical approach, and accomplished consultants will be an asset in finding and appointing your next president.

With more than 35 years of experience conducting higher education searches, *Academic Search* offers our clients extensive experience and a broad collection of resources like no other firm. You can expect: (1) access to a deep and diverse network of highly qualified candidates; (2) a proven process that values collaboration and is built on trust; (3) an intimate understanding of what makes a successful executive leader; and (4) a commitment to quality.

What further distinguishes our firm from other agencies is our commitment to leadership on behalf of our clients, which extends to our dedication to leadership development. We are very proud of our relationship with our parent organization, the American Academic Leadership Institute (AALI) and delighted that the support we provide to AALI affords leadership development for aspiring administrators and assistance to those who currently hold senior positions.

Yet another distinctive characteristic of *Academic Search* is the number of senior consultants in the firm who have had significant careers in higher education prior to joining us and who provide access to a wide network of potential qualified candidates. Their scope of experience allows us to match our consultants carefully with prospective clients, ensuring that the consultants we propose for your search understand your institutional needs and are able to gather a rich pool of applicants.

For this search, I propose two outstanding consultants. **Dr. Ann Die Hasselmo** has served as president of Hendrix College, was Managing Director of *Academic Search* from 2003-2007, and then became president of the American Academic Leadership Academy (AALI) from 2007 to 2013. We are delighted that she has returned to consulting work with us at *Academic Search*. During her years as managing director, Dr. Hasselmo completed close to 40 searches. Among them were the following public presidencies: Nevada Health Sciences, University of Arizona, University of Nevada-Las Vegas, University of Alabama-Tuscaloosa, Eastern Michigan University, the Research Corporation for Science Advancement and the University of Wisconsin at both River Falls and Stevens Points. Her work with AALI, the parent organization of *Academic Search*, brought her into contact with over 80 administrators and their presidential mentors during their professional development activities with AALI. She will be joined by **Dr. Andrea Warren Hamos**, Vice President for Consulting Operations at *Academic*

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Search and formerly Associate Director and Interim Director of the ACE Fellows Program. Dr. Hamos joined our firm this year, and is currently concluding searches at Lock Haven University and California State University-Fullerton. Both of these individuals have an established and wide network of contacts within the higher education community, allowing them access to nominators as well as potential candidates. You will find more about them within this proposal. I am confident Dr. Hasselmo and Dr. Hamos' experience along with *Academic Search's* proven approach will yield a search that produces outstanding candidates from whom to choose your next president.

I should also point out my appreciation that our typical search process, outlined on page 5, may need to be adjusted to fit your needs. We are quite prepared to amend our methods to meet the specific requests and culture of different clients.

We look forward to working with you in the very important responsibility of finding an outstanding leader as the next president at SUNY Canton.

Sincerely,

A handwritten signature in cursive script that reads "Jessica Kozloff". The signature is written in black ink on a white background.

Jessica S. Kozloff, Ph.D.
President

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Your process for identifying and recruiting applicants

Our process is built upon years of experience and is comprised of the following five steps:

Organization of the Search: A key determinant of a successful search is the thoughtful organization of the search process. *Academic Search* works side-by-side with the client to set specific goals and develop operating guidelines to help structure the overall process.

Analysis of Institutional Needs: Each search begins with an analysis of the institution during which the senior consultants spend extensive time on campus researching the distinctive history, culture, strengths, and challenges of that institution. The consultants meet with key stakeholders, including trustees, faculty, students, staff, alumni, and community leaders, listening carefully to their wants and needs.

Recruitment of Strong and Inclusive Candidate Pool: The third step is to build a candidate pool crafted for the specific search and preferred qualifications of the position. We cast a wide net to find the very best candidates, locally, nationally, and globally, and activate extensive networks to identify a broad and diverse group of candidates with the desired attributes and experience. Applications are sent directly to *Academic Search* and kept on a secure website, to which only the search committee and the senior consultants have access.

Candidate Evaluation and Selection: The pace of the search escalates as the committee identifies and interviews its most qualified candidates. The senior consultants will interview and prescreen all qualified applicants to assist the search committee in narrowing down those for first-round interviews, referred to as neutral site interviews (NSI). These interviews can be conducted in person, or through videoconferencing, according to the wishes of the search committee. In the event the committee selects a medium such as Skype or GoToMeeting, *Academic Search* staff will provide logistical support. In the event of in-person NSI, the host institution will make hotel arrangements while the *Academic Search* staff schedules the interviews. The senior consultants will be present during these interviews.

Reference calls are made prior to the NSI. The search committee chair will determine who should conduct the “on-list” references supplied by the applicants: *Academic Search*, search committee members, or a combination of both.

Following the first-round interviews and the selection of finalists, the senior consultants will conduct deeper background checks (“off-list” references) on the finalists, as well as degree verifications and other background checks.

All arrangements for campus visits for finalists are made by the client.

Facilitation of the Appointment: Upon the selection of the finalists, the work of the senior consultants changes to that of a facilitator and advisor, assisting the search committee in developing recommendations to the hiring authority and helping to publicly announce the appointment.

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Information on the level and types of background searches *Academic Search* provides on applicants

Academic Search will begin by conducting reference calls prior to neutral site interviews. The search committee chair will determine who should conduct the “on-list” references supplied by the applicants: *Academic Search*, search committee members, or a combination of both.

Following the first-round interviews and the selection of finalists, the senior consultants will complete due diligence of finalists through off-list reference checks and arranging for background checks, including academic, litigation, criminal, driving, and financial information.

The formula for your fee structure

Academic Search will charge a comprehensive fee of \$70,000 to SUNY Canton. There will be no additional costs beyond reimbursement for consultant and candidate travel, advertising, and background checks. After finalist candidates are chosen, *Academic Search* will conduct degree verifications and use a third-party company for background checks. The cost of this service varies depending on the residency of the finalists but averages \$500 per person.

Academic Search's fee is payable by three equal installments during the first three months of the search. All candidate and consultant travel and related expenses and advertising costs will be billed separately on a monthly basis, as will the cost of degree verifications and background checks at the end of the search.

Whether or not you are still under state contract for your services

Based on page 4 of SUNY contract number CM00945 dated April 24, 2013, unless modified as provided herein, this Agreement shall commence on the first day of the month following the date of approval by the New York State Office of the State Comptroller and shall continue for a period of five (5) years.

A sample timeline for a typical search

Searches conducted by *Academic Search* follow a time-tested yet flexible process. The timeline will assist SUNY Canton’s needs and priorities. The following schedule assumes an appointment date of April 2014. The dates marked in red are suggestions and can certainly be modified.

■ Organization of the Search Process.

Academic Search works side-by-side with the client to set specific goals and develop operating guidelines. We:

1. Assist in structuring the overall process

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2. Counsel on the charge to the search committee
3. Negotiate timeline and establish policies
4. Develop web-based communication tools
5. Draft correspondence as needed for all phases of the search
6. Maintain and control search records, including candidate credentials

■ **Analysis of Institutional Needs. September- October 2013**

Academic Search interviews institutional constituents and learns the culture and position requirements, then assists in forming the criteria for attributes of leadership that will ultimately define the candidate pool. We:

1. Complete intensive on-site interviews with important constituency groups and stakeholders
2. Review publications and reports provided by the University
3. Work with the search committee to develop a client-needs analysis, including:
 - List of strengths and challenges
 - Statement of priorities and needs
 - Specific leadership characteristics sought in a successful candidate
4. Assist in developing comprehensive website and/or institutional profile featuring information about the position, SUNY Canton, the governance system, and the community

■ **Recruitment of Strong and Inclusive Candidate Pool. October- December 2013**

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

1. Develop national advertising strategy and place ads
2. Contact nominators and potential candidates through e-mails and phone calls
3. Follow-up with nominated candidates
4. Directly recruit highly qualified candidates

■ **Candidate Evaluation and Selection of Semi-Finalists. January 2014**

The senior consultants and search committee evaluate the pool and begin to narrow the focus to the strongest candidates. We:

1. Assist in identifying the top candidates and invite them to neutral site interviews
2. Assist the Search Committee with reference checks prior to neutral site interviews

• **Neutral Site Interviews February 2014** We:

1. Provide logistical support (inviting and scheduling candidates; facilitating interviews) for semi-finalist interviews at site selected by the Search Committee
2. Assist in selection of the finalists and complete due diligence of finalists through off-list reference checks and arranging for background checks, including academic, litigation, criminal, driving, and financial information

• **Finalist Interviews March 2014** We:

1. Provide guidelines for candidate visits to the campus and advise campus coordinator who arranges campus logistics
2. Recommend process for gathering feedback from all who meet the finalists
3. Maintain contact with finalists to gauge and enhance their interest in the position
4. Assist the Committee in making recommendations to the appointing officer according to initial charge

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■ **Facilitation of the Appointment. April 2014**

Academic Search's senior consultant assists with bringing the process to a successful conclusion. We:

1. Assist with a public announcement of appointment
2. Facilitate, as requested, an initial planning and agenda-setting meeting between the committee and the new president
3. Provide the appropriate transition-related consultation

During the search, the assigned senior consultants will attend search committee meetings and ensure that all necessary agendas and supporting materials are prepared in advance of these meetings.

◆ **A listing of searches you participated in with SUNY units**

Academic Search has assisted the following institutions with searches for the SUNY system within the last four years:

Institution Name	Search Type	Year Appt
SUNY Buffalo State	Vice President of Finance and Management	2012
SUNY Buffalo State	Chief Diversity Officer	2012
SUNY Geneseo	Dean of Education	2012
Corning Community College	President	2011
Genesee Community College	President	2011
SUNY The College at Brockport	Founding Dean of Business	2011
Suffolk County Community College- Ammerman Campus	President	2010
SUNY Buffalo State	President	2010
Monroe Community College	President	2009

Academic Search's success is measurable.

- **Since its inception, *Academic Search* has completed more than 700 presidential searches.**
- **Over the last three years, *Academic Search* has completed more than 50 provost and 60 dean searches.**
- **In the past five years, 44% of all searches conducted by *Academic Search* have resulted in a female or minority appointee.**

Our five-year retention rate, defined as the percentage of appointments that remain in office for at least five years, is evidence of our careful attention to finding an "institutional fit":

- **91% of all presidential searches**
- **79% of all vice presidential searches**
- **89% of all dean searches**

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A list of current searches that you have underway

Academic Search is currently assisting the following institutions with searches:

Institution Name	Search Type
Albion College	Associate Vice President for Development
Azerbaijan Diplomatic Academy	Founding Dean of the School of Engineering and Information Technologies
Azerbaijan Diplomatic Academy	Founding Dean of the School of Business
Boise State University	Dean of the College of Business and Economics
Boise State University	Dean of the College of Education
California Lutheran University	Dean of the Graduate School of Psychology
California State University - Fullerton	Vice President-Administration and Finance & Chief Financial Officer
California State University - Fullerton	Dean of Natural Sciences and Mathematics
California State University - Fullerton	Associate Vice President for Academic Programs
Columbia College	President
Concordia University	Dean of Health and Human Services
Ferris State University	Vice President for Student Affairs
Galen College of Nursing - Tampa Bay	Dean of Tampa Bay, Florida Campus
Lock Haven University of Pennsylvania	Founding Dean, College of Natural, Behavioral, and Health Sciences
Minot State University	President
Monterrey Institute of Technology and Higher Education (Tecnologico de Monterrey)	Founding VP of Advancement
Mount St. Mary's University	President
Nevada State University	Dean of Education
Savannah State University	Vice President for Student Affairs
Skolkovo Institute of Science & Technology	Entrepreneurship & Innovation Education Program Director
St. Edward's University	Dean of the School of Management and Business
St. Edward's University	Dean of the School of Natural Science
University of Arkansas at Little Rock	Joe Ford Chair of Finance
University of Louisiana at Lafayette	Provost and VPAA
University of Louisville	College of Arts and Sciences
University of Louisville	Dean of Education and Development
West Chester University	Dean of Business and Public Affairs

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Widener University	Dean of Nursing
Widener University	Dean of Arts and Sciences
Widener University	Dean of Education, Innovation and Continuing Learning

References from past searches

In her role as president of the firm, Dr. Jessica Kozloff serves on any search as an advisor to the senior consultants as needed. Dr. Kozloff has experience facilitating searches within the SUNY System; any of the individuals listed below may be contacted for references. Additional references for any of our previous clients are available by contacting Alana Cassidy, Director of Consulting Services, at 202/263-7476 or akc@academic-search.com.

The College at Brockport (SUNY) (2012)

Founding Dean of Business Search
Anne Huot
Provost and Vice President for Academic Affairs
(585) 395-2651
ahuot@brockport.edu

Buffalo State (SUNY) (2010)

Presidential Search
Howard Zemsky
Search Committee Chair and Chair, College Council
(716) 713-2210
hzemsky@taurcap.com

Bonita Durand
Chief of Staff, Office of the President
(716) 878-4102
durandbr@buffalostate.edu

Any other information you think would prove useful in making our decision.

Academic Search History

Academic Search is an executive search firm dedicated to serving higher education institutions and related organizations. Originally founded in 1976 as Presidential Search Consultation Service, and in 1988 renamed as Academic Search Consultation Service, the firm changed its name to *Academic Search, Inc.* in 2006.

From its beginning, *Academic Search* has had the ambitious goal to provide colleges, universities, and related organizations with highly professional, individually focused search services modeled on best practices in other sectors, which at the time was a new concept in higher education. Success was immediate. *Academic Search* has written the book on how to recruit the best and brightest academic leaders through a process that

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fosters a successful appointment. Through the years, it has also built a dossier of premier clients and earned a reputation for integrity, confidentiality, and excellence.

Based in Washington, D.C., *Academic Search* is the wholly owned subsidiary of the American Academic Leadership Institute (AALI), a not-for-profit organization that provides leadership identification, development, and support programs to academic leaders in various administrative positions across all sectors of higher education. This relationship strengthens the ongoing commitment by *Academic Search* to leadership development as well as the identification of outstanding candidates for positions.

More than 80 administrators take part in such annual AALI programs as the Executive Leadership Academy, which prepares cabinet officers for presidencies; the Becoming a Provost Academy, focusing on chairs and deans; and the Senior Leadership Academy, jointly offered by AALI, the American Association of State Colleges and Universities (AASCU), and the Council of Independent Colleges (CIC), which prepares administrators from all divisions in higher education for cabinet positions. In addition to funding AALI's year-long leadership programs, *Academic Search* financially supports the Millennium Leadership Institute, an AASCU program that provides participants from underrepresented groups in higher education who are interested in career advancement, specifically the presidency, an opportunity to take part in an intensive four-day professional development institute, complemented by a year of mentoring.

Senior Consultant Ann Die Hasslemo



Dr. Ann Die Hasslemo is President Emerita of the American Academic Leadership Institute (AALI) in Washington, D.C., having served as the founding president of AALI. She is also President Emerita of Hendrix College and was prior to her presidency of AALI, was the Managing Director of Academic Search Consultation Service (ASCS). Her earlier career in higher education administration spanned positions from faculty leadership to the presidency. She served in both public and private colleges and universities and held a variety of chairs and presidencies of national higher education boards and associations.

She was an ACE Fellow in 1986.

Dr. Hasslemo is Past Chair of the National Association of Independent Colleges and Universities (NAICU), the Educational and Institutional Insurance Administrators Consortium (EIIA - consisting of over 130 colleges and universities), the National Collegiate Athletic Association (NCAA) Division III President's Council, the American Council on Education's (ACE) Council of Fellows, ACE's Commission on Governmental Relations, the Southern Collegiate Athletic Conference, the Associated Colleges of the South, and the National Association of Schools and Colleges of the United Methodist Church (NASCUMC). Her memberships have included the NCAA Executive Committee, the Boards of the National Merit Scholarship Corporation, Air University Board of Visitors of the United States Air Force (which oversees all the education, other than the Air Force Academy, provided by the USAF from community college to doctoral programs), and the Foundation for Independent Higher Education. In 2008, she served on a team of three to create a strategic plan for the United Arab Emirates University to fulfill its goal of becoming an internationally recognized research university. Outside higher education, she sits on the board of Acxiom Corporation. These professional networks, as well as

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contacts established during her presidency of AALI and as managing director of ACSC, give her access to the country's most talented candidates for senior executive positions and a comprehensive understanding of leadership qualifications.

Dr. Hasselmo graduated summa cum laude from Lamar University in Beaumont, Texas, earned a master's degree from the University of Houston, and received a Ph.D. in psychology from Texas A&M University.

Senior Consultant and Vice President for Consulting Operations Andrea Warren Hamos



Andrea Warren Hamos is Vice President for Consulting Operations and Senior Consultant at *Academic Search*. Prior to her appointment, Dr. Hamos served for five years as Associate Director, and subsequently Interim Director, of the American Council on Education's (ACE) Emerging Leaders Group and the ACE Fellows Program. At ACE, Dr. Hamos also served as a co-chair of ACE's Annual Meeting, work that included the development of programs for presidents and chancellors, new presidents, and presidential spouses and partners.

Prior to joining ACE, Dr. Hamos rose through academic ranks and served as department chair, associate dean, and acting dean of the College at liberal arts colleges in Massachusetts and Virginia. She has also taught at Richmond-The American International University in London. Hamos received her academic training at the University of Pennsylvania, where she earned the B.A. in Spanish and French *cum laude* and the Ph.D. in Spanish literature. She also earned the M.A. in Spanish from The Ohio State University, and studied at the Sorbonne (Paris) and the University of Salamanca (Spain).

Dr. Hamos remains active in leadership development programs, contributing to AALI's Executive Leadership Academy and Senior Leadership Academy, and to ACE's Women's Regional and National Forums and Advancing to the Presidency. Her current consulting assignments for *Academic Search* include three searches at California State University - Fullerton (Dean of Natural Science and Math, Vice President for Administration and Finance, and Assistant Vice President for Academic Affairs) and Dean of Natural and Behavioral Science at Lock Haven University of Pennsylvania.

The *Academic Search* Team

In addition to the senior consultant listed above, the search will be supported by our Washington, D.C.-based professional team that includes:

- Jessica S. Kozloff, President and Senior Consultant
 - Serves in an advisory capacity for all searches, coordinates the assignment of consultants, handles client relations, and conducts a limited number of searches ranging from dean to president
- R. Thomas Fitch, Vice President and Senior Consultant
 - Senior consultant for searches and supports the president in advancing the firm; located in our Atlanta office
- Eric C. Smith, Chief Operating Officer/Chief Financial Officer

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- Billing, contracts, and other financial responsibilities
- Alana K. Cassidy, Director of Consulting Services
 - Proposals and marketing
- Andrea B. Cowser and Lauren T. Johnson, Associate Consultants
 - Research, advertisements, scheduling, etc.
- Kelly M. Frazier, Technology Coordinator and Webmaster
 - Maintains secure website and provides technology support for the Search Committee.

Electronic Search Support

Academic Search has long and extensive experience in its support of the search process and maintains state-of-the-art technology to facilitate a search committee's work. The *Academic Search* website will display a link to the approved advertisement and institutional profile for the search at SUNY Canton. (<http://www.academic-search.com/Current-Searches.aspx>)

In addition, a customized website will be constructed for the exclusive use of the SUNY Canton search committee. The site will be password protected to ensure confidentiality and will house all candidate application materials, letters of nomination, and reference data. A full-time technology support coordinator will be available to respond to committee questions and trouble-shoot unexpected technology issues throughout the search.

Emphasis on Diversity in Recruitment

Academic Search values diversity in thought and action and is committed to building a pool of candidates that exemplifies the commitment of SUNY Canton to diversity and inclusion. We have assisted in searches for executives at historically black colleges and universities, know successful leaders of color at all institutions, and have built a network and record of success in the recruitment of underrepresented groups. We support (financially and personally) national association efforts in attracting women, persons of color, and underrepresented groups to higher education leadership who appear to have the skills and experiences sought by the client. One of our major advantages in this regard is our relationship with the American Academic Leadership Institute (AALI), a non-profit leadership development program that is our parent organization. *Academic Search* provides financial support to AALI, which then gives grants to programs such as the Millennium Leadership Institute, a year-long educational program for people of color and women who have been identified by their home institution as up and coming leaders. *Academic Search* provides significant funds to mitigate the cost of these programs, and our consultants are pro-bono faculty members for the program. We have a similar relationship with the American Council on Education in support of their leadership programs, getting to know the participants in their "increasing the pipeline" diversity efforts.

In developing a diverse pool of candidates, our consultants call on the heads of various professional associations, foundations, and organizations with special links to underrepresented populations to nominate or suggest aspiring leaders as candidates in our searches. These calls would, for example, include but are not limited to leaders from Harvard's IEM and MDP Programs, the Lincoln Institute for Research and Education, the National Council of Black American Affairs, the Hispanic Association of Colleges and Universities, AACC's Future Leaders Institute, the League for Innovations Institute, the

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American Indian College Fund, the American Association for Hispanics in Higher Education, Inc., the National Indian Education Association, the NAACP, AASCU's Millennium Program, Bryn Mawr's HERS Program, and the ACE Inclusive Excellence Group.

Finally, we carefully craft an advertising plan that not only reaches a national audience but is particularly targeted to underrepresented populations. The plan for SUNY Canton includes publications like *Chronicle of Higher Education*, *Hispanic Outlook*, *Diverse: Issues in Higher Education*, *Inside Higher Education*, and *Women in Higher Education*.

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