

**SUNY Canton College**

Proposal for the  
Identification, Recruitment, and Placement  
of the

**President**

August 15, 2013

Submitted by



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Williamsport, PA 17701

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## 1. Screening Applicants

RPA Inc. uses a multi-dimensional qualifying and screening process that provides all of the evaluative information an institution needs to make a sound hiring decision. Our screening process includes the following:

- RPA Inc. will prequalify the top tier of applicants to elicit more in-depth information than is provided by written submissions. This includes structured, personalized two-hour interviews with the top-tier candidates. In refining and evaluating the candidate pool, RPA Inc. compares needs and parameters for the position as identified during pre-search activities to the qualities, skills, and experience of the individuals contacted. Top candidates are assessed as to interest in the position, availability, specific experience, administrative style, salary requirements, and any additional characteristics that may be of importance to the institution in its evaluation process.
- RPA Inc. will continually maintain and develop the candidate pool as your search moves forward. We consider every applicant to be an active candidate until released by the institution. Once entered into the search, candidates are contacted regularly by telephone, email, or letter to keep them apprised of the progress of the search and to ensure that their interest remains fresh. As the pool is narrowed, candidates not selected to move ahead, but not yet released, are notified of that fact. Such notification includes the disclaimer that the institution may wish to return to the pool and that the candidate will be notified if this occurs. RPA Inc. will continue to build the candidate pool and to accept and present new candidates until instructed by the institution to close the recruitment process.

At a predetermined date all the resumes are shared with the institution. Following your review of the candidate pool, we confer with you to narrow the pool to a group of top semifinalists.

In our unusually thorough approach, your RPA Inc. senior consultant meets with the institution's choice of top semifinal candidates and conducts extensive interviews. By the time the institution selects its candidates for neutral-site or on-site interviews, our staff has conducted detailed reference work. The information collected from these interviews and the perceptions of our professional interviewers provide extraordinary insights into the potential impact of each candidate on your constituency. At this point in the search, the institution understands each candidate's work and salary history, professional values, and personal presentation.

One of the factors that make RPA Inc. searches so successful is the attention given to narrowing the candidate pool to the most powerful candidates. The screening process begins in the pre-search stage with the identification of the position requirements and preferred candidate qualifications. It continues through more specific and detailed evaluations as the candidate pool is narrowed. The general process is as follows:

- Develop, for committee use, uniform evaluative instruments that are based on the approved position description and appropriate to the various stages of the search process. These instruments help enhance the institution's assessment of the candidates.
- Participate in regularly scheduled conferences with the committee to gather additional information regarding desired candidate characteristics, to evaluate the existing candidate pool, and to select candidates to move forward in the search process.
- Debrief candidates after each interview and report verbally on candidate impressions, level of interest, and any concerns raised. RPA Inc. senior consultants can act either as observer or facilitator of interviews at each level.
- Report to the search committee on the outcome of candidate interviews, along with the provision of each candidate's own "homework assignment," a summary of the interview and a list of preliminary exploratory questions completed by the candidate to be shared with the search committee. These steps are designed to assist the committee in further reducing the candidate pool to individuals who will be interviewed by the committee.
- Participate in neutral-site interviews of semifinalists as the search committee narrows the candidate pool. RPA Inc. senior consultants can act either as observer or facilitator of interviews at each level. RPA Inc. will debrief candidates after each interview and will report verbally on candidate impressions, level of interest, and any concerns raised.

## **Due Diligence**

In addition to the multi-tiered screening process previously described, RPA Inc. offers several methods of screening top candidates, including traditional reference checking and background investigations. Three or more initial reference interviews will be conducted when semifinalists are selected. Written reference summaries will be provided to the committee at their request. Once the committee has identified finalists, additional reference work will be conducted to include investigation of specific questions or concerns identified by the committee or the governing body.

RPA Inc. will also complete a full background investigation on top candidates that can include, at the client's direction, credit report, driving history, criminal and civil complaint, sexual harassment record, child and elder abuse histories, as well as independent confirmation of academic and employment credentials. Other pertinent investigations may be undertaken at the instruction of the committee. Because there is an additional cost for these investigations, RPA Inc. recommends that full screening be reserved for only the winning candidate or top finalist candidates.

## **On-Site Interviews**

RPA Inc. offers your search committee the benefit of expert logistical planning, execution, and support of your on-site finalist interviews. Consulting with the committee, RPA Inc. will assist in establishing a definitive interview process that will give each relevant constituency adequate knowledge of every finalist and create opportunities to interact with candidates in a variety of settings. RPA Inc. will assist the committee in establishing a methodology for ranking finalists and will facilitate post-interview discussions after on-site interviews conclude. RPA Inc. can also aid in development of written profiles for use by the committee in presenting candidates to the governing body.

When the time comes to offer an appointment to your top finalist, RPA Inc. is available to expedite negotiations and to counsel the search committee, the governing body, and the appointee on strategies for joint success going forward.

## **Closing Your Search**

Identifying a top candidate is not the end of your search. To ensure a satisfactory conclusion, RPA Inc. continues to consult with you as you develop your relationship with your top candidate. Our firm serves, if needed, as counselor and facilitator during sensitive post-interview evaluations and salary negotiations. RPA Inc. maintains access to multiple common and proprietary sources for compensation data to assist in the negotiation process.

Once the governing body has chosen a winning candidate and an offer has been accepted, RPA Inc. assists in the plans for the public announcement of the appointment. We will notify all the other candidates about the outcome of the search. We also thank other prospects as well as professionals who have assisted in the search's success by submitting nominations, providing references, and networking on your behalf.

## **Transitional Consulting**

RPA Inc. will conduct three two-hour telephone consultations with the new President and the Chairman of the governing body, if needed, within the first year following the start date of the new hire. This consultation will provide advisement and counsel during the crucial transitional period. Should additional consultation be required to assure stable adjustment, such assistance can be provided at an hourly or daily rate.



## **2. Identifying and Recruiting Applicants**

### **Scope of Service**

RPA Inc. will meet with the search committee chair, the committee, and key members of the governing body and senior leadership team to provide orientation to the search process, to clarify procedures for protecting the confidentiality of the institution and candidates throughout the course of the recruitment efforts, and to develop the Charge to the Committee. We orient the institutional community, the governing body, and individual trustees to the search activities and timetable, elicit and utilize input from relevant constituencies in identifying and cultivating top candidates, and keep those responsible for the hiring decision thoroughly informed throughout the recruitment effort.

RPA Inc. will conduct preparatory research to gain a complete and accurate understanding of your status and needs. Information will be obtained from pre-existing documentation in the areas of enrollment, development, financial status, academics, and other aspects of the institution's functioning. RPA Inc. will then develop instruments for the evaluation of candidates.

### **Site Assessment**

Our intensive search process begins with comprehensive on-site assessments conducted by our senior consultant search team. The team will meet with key members of the governing body, administration, faculty, business and finance officers, consumers, and others to formulate a comprehensive picture of the opportunities and challenges and to provide counsel on how to attract the best candidates to the opportunity. The assessment process will allow the identification of characteristics and skill sets the next President should possess to meet the current and emerging needs of the institution, its faculty, its students, and its future.

Concurrently, RPA Inc. will assist the search committee in further developing a public and a private search process. This orderly process will make your recruitment efforts effective, comprehensive, and efficient. The process will provide constituents with a forum for input and an opportunity to feel ownership in the process, while allowing the search committee and the governing body to carry out their assigned duties leading to the appointment of a new President.

### **Supporting You Through the Search Process**

RPA Inc. facilitates a recruitment effort that provides both you and your candidates with the information needed to create an outstanding partnership. We relieve you of responsibility for aspects of the search process that do not require your direct attention and support you in fulfilling those crucial responsibilities that do. Before the outreach phase of the search begins, we will help you clarify the qualities and characteristics your winning candidate will need to be successful in the position, and we will assist you and your committee in achieving uniform expectations for candidate skills and experience.

We provide you with information on the current market situation for this type of opportunity, allowing you to establish job parameters, salary ranges, and benefit packages. We help you achieve a realistic understanding of external environmental factors that will impact the success of your search. At your instruction, we involve your organization's varied constituencies in the search process by eliciting their recommendations and input.

As well as providing you with regular written updates informing you of the progress of your search, we confer with you at predetermined points in the search process to discuss candidates and evaluate your candidate pool. We handle the logistics of acknowledging applications, managing ongoing communication with candidates, conducting extensive networking on your behalf, and providing you with all relevant documentation.

We protect the confidentiality of your organization and the privacy of each of your candidates throughout the recruitment effort. This ensures that candidates who are not otherwise involved in a job search feel comfortable exploring your

opportunity.

We provide you with suggested methods for achieving consistent evaluation of candidates and advise and counsel you at predetermined milestones in the search process.

We assist in sensitive contract and hiring negotiations, and facilitate a search closure process that includes thanking all those who assisted in the project and all those who offered their candidacies. One of our goals is to ensure that even the unsuccessful candidates leave the search with a positive impression of your institution.

## **Marketing and Recruitment of the Position**

RPA Inc. implements an aggressive method for developing a candidate pool. The process involves proven techniques for eliciting participation by a large group of diverse and highly qualified candidates.

- RPA Inc. builds your candidate pool through a research process that goes beyond simply identifying known prospects. Our search team and senior consultants, who have been individually acquainted with the unique qualities and characteristics of SUNY Canton College, will spend weeks identifying and cultivating individuals outside the existing, known cohort of potential candidates. The result is that many professionals who are already happily employed and who otherwise would not enter a search make the choice and commitment to submit their candidacies.
- RPA Inc. continuously updates our proprietary database that includes higher education professionals, as well as non-traditional potential candidates in government, business, and the nonprofit sector. This massive information resource is indexed by the specific qualities and characteristics of potential candidates providing current information on both experienced administrators and rising stars. From this resource, RPA Inc. matches your opportunity with an institutionally tailored pool of hundreds of professionals we can cultivate for SUNY Canton College.
- RPA Inc. also builds a robust pool of candidates utilizing its vigorous marketing techniques. These techniques include utilization of multimedia advertising that reaches thousands of individuals worldwide and the personal touch of sending individualized letters to professionals across the nation announcing and promoting the opportunity to assume leadership of your institution.
- In today's market many of the most talented senior-level professionals are not actively seeking new employment opportunities. Therefore, they are inaccessible to traditional search methods. RPA Inc.'s unique canvassing procedures, however, enable us to identify and contact many individuals in this preferred group of professionals. Through our direct personal telephone calls we generate interest among these individuals. During our conversations we promote your opportunity, enthusiastically advocate on your behalf, and directly invite top individuals to enter the search.
- RPA Inc. elicits nominations of qualified potential candidates from knowledgeable professionals and then follows up with the nominees. This process is highly effective in bringing into the search candidates who might otherwise fail to consider applying.
- RPA Inc. is one of the nation's most respected recruitment firms. Our strict adherence to a policy of confidentiality allows candidates to enter the search without jeopardizing their current employment situations, which allows individuals to explore privately the opportunity and to consider submitting their candidacies.
- Our search team and senior consultants will perform the necessary activities to develop, evaluate, and present a robust candidate pool. These individuals have invaluable credibility with their peers and are able to speak personally with sitting chief executive officers to discuss your unique opportunity.
- In a series of organized stages, RPA Inc. will develop and present the search committee with a strong pool of candidates who are fully qualified and prepared to assume the responsibility of leading your institution. Working closely with the search committee, RPA Inc. will facilitate a smooth process through interviews, on-site visits, and finalist selection.



### 3. Search Fees

RPA Inc. is a retained search firm whose recruitment fees are calculated at one-third the starting salary of the winning candidate, including any signing bonus, but not less than \$62,500. The fee for the search includes: consulting time (including the on-site position assessment, up to two days of face-to-face semifinal candidate qualifying interviews, and three telephone conference calls), printing, postage, materials, telephone, word processing, database support, faxing costs, and one background check on the top candidate.

Not included in the fee are costs for travel, print and electronic advertisements, express delivery, and vendor-assisted telephone conference calls. These costs are billed separately at actual costs. Your institution will be asked to approve any extended travel or unusual expenses in advance.

***Please note that RPA Inc. does not charge any additional percentage-based or fixed administrative fee.***

Should you determine that additional recruitment consulting services would be helpful, our consultants are available at the following per diem rates:

Consulting day by an RPA Inc. Senior Consultant	\$2,500 to \$3,500
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Invoices will be submitted based on the minimum fee and billed as follows:

- 33% of the base fee will be billed upon completion of the on-site position assessment.
- 33% of the base fee will be billed after canvassing letters are sent and advertisements are placed.
- 34% of the base fee will be billed after semifinal candidates are interviewed.
- A final adjusted bill will be made after the successful closure of the search to reflect any fee differential relative to the starting salary.



## 4. Search Schedule and Deliverables

RPA Inc. will provide a detailed, written schedule for all activities of the search process delineating firm time frames for completion of each action required and indicating the relative responsibilities of all those involved. A typical presidential search normally requires four to five months to complete, but the schedule can be modified to meet your specific needs and preferences. Delivery of RPA Inc. services, once the search schedule has been finalized and mutually agreed upon, will be guaranteed.

The following graph can be used as a general guide of the deliverable and timeline.

Month 1	Month 2	Month 3	Month 4
<ul style="list-style-type: none"> <li>• Orient the search committee to the search process and discuss a comprehensive plan for a successful recruitment process</li> <li>• Assist in the development and presentation of the charge to the committee</li> <li>• Perform a two-day on-site recruitment analysis, including information exchange sessions with key institutional constituents, to develop a profile for the ideal and successful candidate</li> <li>• Develop, in consultation with the committee, a position description and an institutional profile</li> <li>• Provide and adhere to a firm, written timetable for the search process</li> <li>• Design, prepare, suggest, and place national and regional advertisements</li> <li>• Provide written reports, in addition to verbal updates</li> </ul>	<ul style="list-style-type: none"> <li>• Begin contacting targeted individuals in our well-established national recruitment network to discuss your opportunity and secure candidates, nominations, and networking referrals</li> <li>• Build the candidate pool with qualified and diverse candidates</li> <li>• Assist the search committee in defining candidate characteristics and developing candidate ranking forms</li> <li>• Post all candidate materials on a password protected website for your review, at a date specified at the start of the search</li> <li>• Screen and evaluate applications internally</li> <li>• Conduct 45-60 minute telephone prequalifying interviews with top candidates to establish a pool of qualified semifinal candidates</li> <li>• Continue to provide written reports, in addition to verbal updates</li> </ul>	<ul style="list-style-type: none"> <li>• Provide telephone consultation with you as you evaluate the applicants and select semifinal candidates</li> <li>• Conduct interviews between our Senior Consultant and your choice of approximately six semifinal candidates</li> <li>• Conduct reference work on all semifinal candidates</li> <li>• Provide telephone consultation with you to review the results of the semifinal candidate interviews and the reference work as you choose the finalists who will be invited to participate in finalist neutral-site interviews</li> <li>• Assist you in planning finalist neutral-site interviews</li> <li>• Participate in finalist neutral-site interviews</li> <li>• Continue to provide written reports, in addition to verbal updates</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in planning on-site interviews of selected candidates</li> <li>• Debrief with each finalist after the on-site visits</li> <li>• Provide telephone consultation as you review the finalist candidates and select a chosen candidate to make an offer to</li> <li>• Conduct necessary background investigations and complete final reference checks</li> <li>• Serve as facilitator during job and salary negotiations</li> <li>• Notify all candidates of the outcome of the search, and thank those who submitted nominations, provided references, or assisted during the search</li> <li>• Provide a final written report, listing all work completed by RPA Inc. to close the search</li> </ul>



## 5. SUNY Searches

Alfred State, SUNY College of Technology	President
Alfred State, SUNY College of Technology	Provost and Vice President for Academic Affairs
Alfred University	Dean, School of Art and Design
Alfred University	Provost and Vice President for Academic Affairs
Alfred University	Vice President for Business and Finance
Alfred University	Vice President for Student Affairs
Alfred University	Vice President for University Relations
Binghamton University Foundation, SUNY	Director of the Annual Fund and Parent Relations
Monroe Community College	Dean for Science, Health, and Business
Monroe Community College	Dean of Technical Education
Monroe Community College	Provost/Vice President for Academic Services
Monroe Community College	Vice President for Economic Development & Innovative Workforce Solutions
Monroe Community College	Vice President for Student Services
Purchase College, SUNY	Director of Development for Major and Planned Giving
SUNY College of Environmental Science & Forestry	Director of Development
SUNY Empire State College	President
SUNY Geneseo	Vice President for College Advancement
SUNY Maritime College	Provost and Vice President for Academic Affairs
SUNY New Paltz	Vice President for Administration and Finance
SUNY Oswego	Director of Development
The College at Brockport, SUNY	Vice President for Institutional Advancement





## 6. References

### **Alfred State, SUNY College of Technology**

Principal Contact: Ms. Pat Fogarty, Chair of the Alfred State College Council and Chair of the Search Committee  
Address: 10 Upper College Drive, Alfred, New York 14802  
Phone: 585-808-1941  
Email: n/a  
Scope of Work: Currently assisting with a search for a new President.

### **Alfred State, SUNY College of Technology**

Principal Contact: Dr. John Anderson, Former President, current President of Millersville University  
Address: 1 South George Street, Millersville, Pennsylvania 17751  
Phone: 717-872-3591  
Email: MUPresident@millersville.edu  
Scope of Work: Completed a search for the Vice President for Academic Affairs.

### **Empire State College, SUNY**

Principal Contact: James Lytle, Esq., Chairman of the Board  
Address: 2 Union Avenue, Saratoga Springs, New York 12866  
Phone: 518-431-6704  
Email: jlytle@manatt.com  
Scope of Work: Completed a search for a new President.

### **Empire State College, SUNY**

Principal Contact: Mary Caroline Powers, Vice President of Communications and Government Relations  
Address: 2 Union Avenue, Saratoga Springs, New York 12866  
Phone: 518-587-2100 (ext. 2317)  
Email: mcpowers@esc.edu  
Scope of Work: Completed a search for a new President.

### **Monroe Community College**

Principal Contact: Dr. Anne Kress, President  
Address: 1000 East Henrietta Road, Rochester, New York 14623  
Phone: 585-292-2100  
Email: akress@monroecc.edu  
Scope of Work: Completed searches for the Dean of Technical Education, Dean for Science, Health, and Business, Provost/Vice President for Academic Services, and Vice President for Economic Development and Innovative Workforce Services. Currently assisting with a search for a new Vice President for Student Services.



## **7. Contract**

RPA Inc. is contracted to do business with the State University of New York (SUNY) System, effective August 13, 2012, and for a period of five years.



## 8. Current Searches

Alfred State, SUNY College of Technology	President
Alvernia University	Chief Information Officer
Columbia International University	Faculty, Business and Organizational Leadership
Delaware Valley College	Vice President for Enrollment Management
Grace College and Seminary	Vice President for Advancement
Harrisburg Area Community College	Provost/Vice President for Academic Affairs
LeMay – America’s Car Museum	Vice President for Development
Malone University	Vice President for Advancement
Millersville University	Vice President for Enrollment Management
Monroe Community College	Vice President for Student Services
Montgomery County Community College	Dean of Science, Technology, Engineering, and Mathematics
Portland State University	Director of Gift Planning
Purdue University Calumet	Assistant Vice Chancellor for Project Management and Business Analysis
Saint Leo University	Assistant/Associate Professor of Accounting
Saint Leo University	Assistant/Associate Professor of Computer Science
Saint Leo University	Assistant/Associate Professor of Management
SUNY Maritime College	Provost and Vice President for Academic Affairs
Talladega College	Provost/Vice President for Academic Affairs
University of Alabama at Birmingham	Senior Director of Development
University of Wisconsin-Platteville Foundation, Inc.	Director of Development
William Peace University	Vice President for Academic Affairs



## 9. Additional Information

### About Our Firm

RPA Inc. is one of the preeminent executive recruitment and consulting firms for higher education institutions and nonprofit organizations. Richard Allen founded RPA Inc. in 1988 with the specific mission of assisting institutions of higher education in recruiting highly qualified senior personnel and in enhancing capacity to raise philanthropic income. The organization has grown steadily in the intervening years to become a comprehensive consulting firm offering services that include recruitment consulting for the identification and placement of top administrative and cabinet level officers, specialized consulting for recruitment of development staff at all levels, and management and fundraising consulting. Originally a sole practice, RPA Inc. now employs a full staff in its administrative office in Williamsport, Pennsylvania and has a cadre of senior consultants who are present or former top administrators of higher education institutions, nonprofit organizations, and for-profit businesses throughout the nation. These senior consultants bring broad-based, hands-on expertise to the service of all RPA Inc. clients. Supporting the senior consultants is a group of trained recruitment specialists who manage the logistics of the search and make initial contact with potential candidates. The primary tool utilized is a proprietary database of professionals that includes virtually every institution of higher education in the nation as well as major national and international nonprofits.

### Distinctiveness

Unlike many firms performing similar services, RPA Inc. tailors its services to the needs of the client institution.

- RPA Inc. utilizes state-of-the-art technology to make its process efficient and effective, putting resources into engaging expertise and technical proficiency rather than into high-cost real estate. The decentralized nature of its organization allows RPA Inc. to provide multiple clients with extremely intensive services, leading those for whom we work to state, "I felt like I was your only client."
- Each search begins with an on-site assessment during which a team of consultants gathers information and researches the institution to identify the qualities and characteristics new leadership must possess.
- RPA Inc. advises its client in how to include institutional constituencies and inform them as the recruitment process goes forward to assure confidentiality of both candidates and institution.
- A recruitment plan that includes a firm, written search schedule; development of advertising, recruitment materials, candidate evaluation instruments; and other tailored tools and procedures are created based on the information gathered during the assessment.
- A full, nationwide outreach is performed for every position, and contact with an average of 2,000 professionals is made to elicit nominations and candidacies. Rather than just searching a Rolodex for individuals known to be job hunting, RPA Inc. zealously pursues qualified professionals who are happy in their current employment and advocates with them on behalf of the client institution.
- RPA Inc. facilitates a candidate screening process that puts all decision-making authority in the client's hands, but also provides advisement that enriches the institution's understanding of the gifts and qualities each candidate brings to the table and ensures that all candidates are demonstrably evaluated in an objective manner. This process assures all institutional constituencies that the final choice of the governing body was not influenced by factors other than the needs of the organization.
- RPA Inc. is highly responsive to the evolving needs of its client. Because consultants are limited as to how many projects they work on at a given time, one client's needs do not supersede another's. Furthermore, the assignment of a single internal coordinator as liaison for each search ensures that response to any client inquiry regarding logistics or search progress is made as soon as possible.
- An RPA Inc. service does not end until your choice candidate has been on the job and fully integrated into your institutional culture. We will continue to consult with you, if necessary, three times during the first year, to ensure the success of your new leader.

## **Diversity**

RPA Inc. makes a conscious commitment to assure inclusion and diversity in all search projects. To address full access to opportunities, RPA Inc. includes language in all advertisements encouraging participation by ethnic and cultural minority members and members of protected groups such as women and physically challenged individuals. Direct contact on behalf of client institutions includes ground mail, telephone calls, and email directed to individuals in minority and protected groups. That the RPA Inc. inclusion strategy is successful is reflected in candidate pools, which are composed of 17% to 82% members of ethnic or cultural minorities or members of protected groups, with the variance in range dependent on the specific desirability of the position. Women comprise 32% of the average candidate pool.

RPA Inc. has entered into an exclusive partnership with Potomac Publishing, Inc., publisher of INSIGHT Into Diversity magazine. INSIGHT Into Diversity is the largest and oldest diversity employment magazine and website in higher education today. Launched 38 years ago as a resource to assist institutions in complying with equal opportunity employment laws, INSIGHT Into Diversity is now a premier source of information for nearly 400,000 print readers and over 125,000 online job seekers each month seeking in-depth news, reports, and commentary on issues surrounding all aspects of diversity and inclusion. Highly regarded for its extensive and high-level professional career opportunity listings in print and online, INSIGHT Into Diversity continues to successfully connect employers to the most highly qualified individuals, regardless of race, color, national origin, religion, gender, age, disability, veteran status, gender identity or expression, or sexual orientation.

Potomac Publishing, Inc. is a WOSB (woman owned small business), successfully meeting the standards to be certified by the Women's Business Enterprise National Council (WBENC). Potomac Publishing, Inc. is also an approved Human Resources Services Contractor with the United States General Services Administration (contract #GS-02F-00257X).

## **Transparency**

RPA Inc. has developed a search process that provides high levels of inclusion in the planning stages and keeps relevant constituencies as well informed of the progress of the recruitment project as is consistent with institutional and candidate need for confidentiality. Initial information gathering sessions allow institutional stakeholders to provide input to the search process regarding the needs of the institution and the ideal position qualities. The criteria developed are presented for approval by the client and then serve to guide the recruitment process, demonstrating to constituents of the institution that their concerns are impacting the identification of potential new leaders and giving credibility to the final appointment.

## **Confidentiality**

RPA Inc. adheres to a strict confidentiality policy regarding both institutional and candidate information. This policy is maintained by initially establishing confidentiality procedures that include ethical agreements and mechanisms for informing constituents without exposing privileged data. The primacy of the institution's decision-making is preserved, and candidates can explore the opportunity without jeopardizing present employment. RPA Inc. has designed its search process to maintain complete confidentiality of candidate information until the time finalist candidates are invited to the institution.

## **Search Staffing**

Once selected as the search firm of choice, RPA Inc. will assign a Senior Consultant and search coordinator to manage the search process. The firm deliberately limits the number of searches assigned to a given consultant and coordinator to assure that each search has adequate attention from its designated team members. Our search coordinator will lead the search, alongside your Senior Consultant, as well as oversee the search schedule, perform the telephone networking associated with the search process, conduct telephone interviews, and perform reference and background checks, among many other duties.

## **Senior Consultants**

The following are brief biographies of several of our senior consultants who are available to assist RPA Inc. The use of these, or any other consultants, will be based on the specific needs of RPA Inc. and SUNY Canton College.

- Richard Allen, RPA Inc. Founder, President and Principal, has an exceptional record with nearly 25 years of accomplishment in the field of executive recruitment. The unique insight and thoughtful appraisal he provides allows the matching of candidates' qualifications and personal characteristics with your needs, values, and mission. He enjoys a well-established reputation as a consultant with presidents, officers, trustees, administrators, and faculty of a large number of higher education institutions and nonprofit organizations across the country. Prior to founding RPA Inc. in 1988, Richard enjoyed a successful career in higher education administration, serving as the Vice President for College Relations at Gettysburg and Franklin Marshall Colleges. Amongst his many accomplishments in those roles, Richard built a staff and provided leadership to a program at Gettysburg College that grew from \$900,000 a year to over a million per month, and worked to raise \$15 million in his first ten months while reducing the budget by 30% at Franklin and Marshall. In addition he held senior level positions at Lafayette College and Bucknell University. Richard graduated from Lafayette College with a B.A. in Psychology and completed Harvard University's program in Institutional Educational Management. Richard founded RPA Inc. with the express intent to serve the fundraising, consulting, and recruiting needs of higher education, starting with development searches. Determined to deliver expert assistance to institutions of higher education regardless of size or location, Richard raised RPA Inc. as a national firm utilizing aggressive recruitment techniques and state-of-the-art technology to provide the broadest possible outreach to a diverse and qualified professional community. Having developed and refined a unique search process that models the art of fundraising rather than utilizing a cookie-cutter approach, the RPA Inc. team tailors each search process to meet the needs of the client. By providing unparalleled levels of information, and the highest degree of integrity, hiring decisions are made with maximum confidence and give outstanding results.
- Dr. James (Jim) Heffernan is Senior Associate at the New York Campus Compact (NYCC), and its former Executive Director. His career spans 47 years in higher education as administrator, researcher, faculty member, and consultant. Academic leadership and organizational development, campus/community partnerships, and student affairs are among his areas of expertise. Prior to NYCC, Dr. Heffernan was Vice President for Student Affairs and Educational Services at the SUNY College of Environmental Science and Forestry (ESF) in Syracuse, where he also served as Vice President for Institutional Advancement. Previous work experience includes serving as Executive Director of The Washington (D.C.) Center for Learning Alternatives; Visiting Professor at the Institute for Higher Education in New South Wales, Australia; Associate Professor in the Syracuse University Department of Higher and Adult Education; Assistant Director of Institutional Research at Dartmouth College; and Research Assistant at the University of Michigan Center for the Study of Higher Education. In addition, Dr. Heffernan was a member of the AAHE task force for *The Search Committee Handbook – A Guide to Recruiting Administrators*. Dr. Heffernan earned a Doctor of Philosophy in Higher Education and a Master of Arts in Psychology from the University of Michigan; a Master of Arts in Student Personnel Administration in Higher Education from Columbia University Teachers College; and a Bachelor of Arts in History from Lafayette College.
- Donna M. Fish, Ph.D., is a consultant to a variety of higher education, non-profit, and corporate organizations. With over 30 years experience in higher education as a teacher, scholar, and administrator, she has served as Dean of Washington Professional Development and the Washington Semester Programs, Director of Curriculum Development at Brown University's School of Continuing Education, Dean of the School of Liberal Arts at Excelsior College, Associate Dean for Strategic and Long-Range Planning at Syracuse University College of Law, Senior Staff Associate at Binghamton University, Associate Provost for Enrollment and Curriculum Management at the State University of New York at Cortland, Associate Dean for Academic Administration at St. Lawrence University, Associate/Interim Director of Admissions at Cornell University, and Director of Orientation and Preregistration at Jefferson Community College. She holds an A.A. from Jefferson Community College, a B.A. in Sociology from St. Lawrence University, and an M.A. and Ph.D. in Organizational Sociology from Cornell University. Donna consults in a wide variety of areas, including organizational effectiveness and change management, enrollment management, retention, curriculum development, continuing education and special sessions, economic and workforce development, first-year programs, online learning, diversity, grant writing, career services, assessment, opportunity programs, civic engagement, and internships and experiential learning, among others.
- Gary Lowe has been chief advancement officer and senior development officer at three very different colleges and universities for more than 30 years, having served 15 years at Gettysburg College in Pennsylvania, 11 years at Tufts University, and the past seven years as Dean then Vice President for Advancement at the Massachusetts Maritime Academy (MMA). During his tenure at MMA, he also served as Executive Director of the MMA Foundation, an independent, not-for-profit 501(c)(3) corporation with a board of trustees devoted to the advancement of the academy. At MMA, Gary convened "summits" of the chief advancement officers of all the state colleges in the Commonwealth to share best practices, pool resources, and inspire mutually beneficial collaboration. Each of the three schools Gary

served saw an increase in giving during his tenure, including a seven-fold increase at MMA, a 16-fold increase at Gettysburg, and a four-fold increase at Tufts. Having run five comprehensive campaigns from concept to successful conclusion, and having had substantial roles in other campaigns raising anywhere from \$2 million to \$1.2 billion, Gary is a skilled campaign planner, manager, and consultant. He offers clients of RPA Inc. special skills and experience in institutional visioning, board development, international fundraising, and gift planning. Gary was the architect of MMA's inclusive Commission for the Future of the Academy. He was also one of three architects of Tufts Institute for International Perspective (TILIP) in Beijing, Boston, Hong Kong, and New York City. TILIP fosters leadership teams and networks across cultures and is funded entirely by public and private sector gifts and grants from several different countries. Gary earned a bachelor's degree from Denison University and a master's degree from Miami University, in addition to graduate work at the Universities of Maine, Guam, and Indiana. He acquired a U.S. Coast Guard 100 Ton Master License. Before entering the field of educational advancement, Gary served in the United States Air Force as a commissioned officer with posts in Maine and Southeast Asia. He also held educational posts in admissions, student life, and the office of the president.

- Dr. James Barnes, former President of Indiana Wesleyan University (IWU) for 19 years, brings to RPA Inc. an entrepreneurial spirit and the transformational leadership skills that facilitated Indiana Wesleyan University in becoming one of the national leaders in both online and adult education, while at the same time increasing its on-campus enrollment from 1,750 to over 13,000. Jim's achievements at IWU include building an entirely new \$250 million debt free campus, conducting two successful, high-goal capital campaigns, launching new and innovative curriculum offerings, and growing the overall institutional budget from \$6 million to \$130 million annually. In addition, Jim initiated IWU's seven online degree programs which enroll over 2,300 students, launched the University's first doctoral program, and increased adult and professional studies enrollment from 750 to nearly 9,300. An alumnus of Indiana Wesleyan, Jim earned an M.Ed. in History from Kent State University, an Ed.S. from Vanderbilt University, and an Ed.D. from University of Georgia. He taught at Wesleyan Academy in Puerto Rico and Southern Wesleyan University, and previously served as Vice President for Academic Affairs at Houghton College, Dean of the College at Indiana Wesleyan, as well as several other positions at IWU. Jim, a minister in The Wesleyan Church, has been committed to educational mission work since he and his wife served as educational missionaries in Puerto Rico after graduation from college. He is a past member of the national board for the Association of Christian Schools International and currently serves on the board of Leadership Development International (LDI), a mission organization based in Beijing, China. LDI's International Schools of China, the country's oldest international school system, integrates academic rigor with moral development, while LDI's Integrity Training and Consulting is the longest established international training and consulting operation in China.
- Dr. Paul Hartman served 11 years as Vice President for Development and Alumni Relations at DePauw University and two years as Secretary of the University. His tenure at DePauw included management of *The Campaign for DePauw: Leadership for a New Century*, which generated more than \$376 million in gifts and commitments. Before DePauw, he served for five years as President of Kentucky Wesleyan College, leading a consensus building process that involved 100 KWC leaders from across the Commonwealth in a year long planning study. Paul also served over a decade as Vice Chancellor for University Relations and Development at Texas Christian University. The years at TCU were marked by steady growth in fundraising results that provided resources for major campus and facility projects, as well as endowment for professorships, scholarships, and other program requirements. Previous positions included Vice President for University Relations and Development at Ohio Northern University and Director of Development at The Colorado College. Paul earned a B.A. in English from Asbury College, an M.A. in Journalism from Southern Illinois University, and a Ph.D. in Higher Education Administration from Michigan State University.
- Bob Griesemer joined RPA Inc. bringing decades of experience in secondary and higher education, as well as for-profit and nonprofit management. A native Pennsylvanian, Bob received his B.S. in Mechanical Engineering from Lafayette College. Prior to his career move to academia Bob worked for Scott Paper Company in several engineering and managerial roles. Bob has worked in academia/non-profits for over 25 years. His first position was as Executive Officer (CFO) of the Laboratory of Nuclear Studies at Cornell University where he managed all non-academic functions of the facility, including operation of a high-energy physics, particle accelerator, supported by the NSF's largest contract. At Dartmouth College he served as Executive Officer for the Arts and Sciences, managing faculty personnel activities and facilities coordination for that cost center. During his last year at Dartmouth he was part of a five-person task force that developed a comprehensive, ten-year facilities plan for the College. Bob spent a collective 10 years in private secondary education as CFO of The Hotchkiss School and the Ross School & Institute, where he played a major role in over a dozen major capital projects that completely changed the appearance of both campuses. Long-range planning and multi-year budgets were initiated at both, schools, during his tenure. He returned to the College environment in June 2001 when he became the Vice President and Treasurer at Lycoming College, retiring in

2007 to join RPA Inc. With broad based management experience, Bob stands ready to bring top expertise to the service of RPA Inc.'s clients.

- Kate Nolde, Associate Vice President, brings an exceptional range of experience to her clients. A graduate of Bloomsburg University of Pennsylvania with a Bachelor of Science in Communication, Kate delivers an element of thoroughness and thoughtfulness to the search process. She is a passionate advocate for our clients and our candidates, and makes a genuine investment in the process to assure that clients are able to choose from a robust pool of qualified candidates. Over her 14-year career with RPA Inc., Kate has led successful searches for presidents, chief development officers, chief academic officers, chief financial officers, chief enrollment officers, chief student affairs officers, and deans, among other administrative positions. She has worked with small and large colleges and universities across the nation, and is particularly adept at matching client needs with candidate skills.

### **Search Coordinators**

The following includes brief biographies for each of the active search coordinators.

- Vicky Ayers, M.H.S., has been a member of the staff at RPA Inc. for 13 years. Prior experience includes more than 20 years experience in a variety of health and human services as both a provider of care and an administrator. Now serving as Senior Director for Executive Recruitment, Vicky has provided training in boardmanship, fundraising, board and administrator relations, time management, organizational communications, and a variety of other topics to nonprofit businesses. She has conducted organizational analyses for nonprofits with the goal of identifying and planning to overcome obstacles to progress and aided in the development and implementation of action plans to address those findings. Vicky has led executive searches for many organizations and has assisted in management and development studies for such institutions as Lock Haven University of Pennsylvania, Wilmington College, Delaware Valley College, Flagler College, and Elmira College.
- Brandy Collins, Director for Executive Recruitment, joined the staff at RPA Inc. in 2005 as an Executive Recruitment Specialist. Since then she has become one of the organization's top search coordinators. Currently working hand-in-hand with several RPA Inc. Senior Consultants as the lead recruiter on specific searches, Brandy is responsible for all facets of the search process, from the position audit, through networking calls and interviews, to the announcement of the winning candidate. She has conducted searches that range from areas of development and alumni relations, academic affairs, enrollment management and admissions, adult and professional studies, business and finance, and a commissioner search for the second largest NCAA Divisions II conference in the country. Prior to joining RPA Inc., Brandy earned a Bachelor of Science in Sports Management with a minor in Business Administration from Slippery Rock University.
- Brian Bustin joined the staff at RPA Inc. as a Senior Recruitment Specialist in 2011. He brings to this role three years of experience in education, serving as an Adjunct Instructor of History at the Pennsylvania College of Technology, Substitute Teacher for local school districts, and an Assistant Soccer Coach with the Muncy School District. Brian earned a Bachelor of Arts in Political Science and History from the University of Connecticut and a Master of Arts in Political Science from East Stroudsburg University of Pennsylvania and a Pennsylvania State Teaching Certificate from Saint Joseph's University.
- Isaac Karaffa came to RPA Inc. in the summer of 2010 as an administrative office assistant with a background in patron and customer service with organizations such as the Back Mountain Memorial Library and Pepsi Beverages Company. In this role, Isaac received, processed, and acknowledged applications as well as facilitated videoconferences between Senior Consultants, client institutions, and candidates. In the spring of 2013, he became a Senior Recruitment Specialist and now works with RPA Inc. Senior Consultants to deliver satisfactory search services to clients by recruiting exceptional candidates. Isaac graduated from Pennsylvania State University with a BA in English.
- Mary Wagner, Senior Recruitment Specialist, has been a member of the RPA Inc. staff since 1994. Mary brings a breadth of recruitment experience, highly developed interpersonal skills, and energy to RPA Inc. She exercises her exceptional abilities in evaluation and planning to assist clients in identifying recruitment and consulting needs and assembling effective, efficient, and practical service plans. Utilizing an introspective and affirmative style, Mary assists individuals and groups in clarifying and confirming the priorities of the varied constituencies that will be impacted by the outcome of the search. This information becomes critical in the evaluation of candidates and the potential for achieving the desired fit for the position.



## **Additional Staff**

Even though each search is assigned one coordinator to help your Senior Consultant manage the search process, all members of the staff are involved in the search process in some form or another. Other RPA Inc. team members include:

Dawn Schon, Managing Director  
Lois Gateley, Information Specialist  
Amanda Bohlin, Administrative Assistant  
Kendra Boyles, Administrative Assistant

## **Results from Recently Completed Presidential/Chief Executive Officer Searches**

### **Alfred State, SUNY College of Technology – President**

RPA Inc. sent over 14,000 personal letters and emails to administration professionals in higher education, nonprofit, and for-profit organizations throughout the U.S. promoting the opportunity. We sent a follow-up mass email to over 10,000 individuals to learn of potential interest and serve as a reminder that the search was still open. To date, we have received, processed, and acknowledged materials from 70 candidates. Additionally, we have received 153 nominations and contacted each individual personally. This search is still underway. They are currently preparing for on-site interviews with selected finalist candidates.

### **Anoka-Ramsey Community College/Anoka Technical College – President**

RPA Inc. sent over 7,500 personal letters and emails to administration professionals in higher education, nonprofit, and for-profit organizations throughout the U.S. promoting the opportunity. We sent a follow-up mass email to over 7,000 individuals to learn of potential interest and serve as a reminder that the search was still open. We made over 200 personal contacts, through both telephone and email exchange. RPA Inc. processed, acknowledged, and evaluated materials from 66 candidates. We conducted telephone prequalifying interviews with the 24 most qualified candidates. Richard Allen interviewed eight semifinalist candidates. One of those candidates was offered and accepted the position in March 2013.

### **Cedarville University – President**

RPA Inc. sent over 5,500 personal letters and emails to administration professionals in higher education, nonprofit, and for-profit organizations throughout the U.S. promoting the opportunity. We sent a follow-up mass email to over 5,000 individuals to learn of potential interest and serve as a reminder that the search was still open. We made over 400 personal contacts, through both telephone and email exchange. RPA Inc. processed, acknowledged, and evaluated materials from 49 candidates. We conducted telephone prequalifying interviews with the most qualified candidates. We facilitated a process that selected four candidates for neutral-site interviews with the Search Committee. One of those candidates was offered and accepted the position in June 2013.

### **Central Penn College – President**

RPA Inc. sent over 13,000 personal letters and emails to administration professionals in higher education, nonprofit, and for-profit organizations throughout the U.S. promoting the opportunity. We sent a follow-up mass email to over 11,000 individuals to learn of potential interest and serve as a reminder that the search was still open. We made over 775 personal contacts, through both telephone and email exchange. We received 30 nominations and contacted each individual personally. RPA Inc. processed, acknowledged, and evaluated materials from 137 candidates. We conducted telephone prequalifying interviews with the 23 most qualified candidates. Kate Nolde interviewed seven semifinalist candidates. One of those candidates was offered and accepted the position in July 2013.

### **Empire State College, SUNY – President**

RPA Inc. sent over 11,200 personal letters and emails to administration professionals in higher education, nonprofit, and for-profit organizations throughout the U.S. promoting the opportunity. We sent a follow-up mass email to over 10,000 individuals to learn of potential interest and serve as a reminder that the search was still open. We made over 700 personal contacts, through both telephone and email exchange. We elicited the nominations of 55 people and contacted each one personally. RPA Inc. processed, acknowledged, and evaluated materials from 89 candidates. We conducted telephone prequalifying interviews with the 24 most qualified candidates. Richard Allen interviewed nine semifinalist candidates. One of those candidates was offered and accepted the position in May 2013.

**Kendall College of Art and Design of Ferris State University – President**

RPA Inc. sent over 7,100 personal letters and emails promoting the opportunity to administrative and academic professionals in higher education institutions throughout the U.S. We made over 600 personal contacts, through both telephone and email exchange. We received 21 nominations and contacted each individual personally. RPA Inc. processed, acknowledged, and evaluated materials from 60 candidates. We conducted telephone prequalifying interviews with the 15 most qualified candidates. Richard Allen interviewed six semifinalist candidates. One of those candidates was offered and accepted the position in March 2012.

**Keystone College – President**

RPA Inc. sent over 10,000 personal letters and emails to administration professionals in higher education, nonprofit, and for-profit organizations throughout the U.S. promoting the opportunity. We sent a follow-up mass email to over 8,000 individuals to learn of potential interest and serve as a reminder that the search was still open. We made over 900 personal contacts, through both telephone and email exchange. We elicited the nominations of 70 people and contacted each one personally. RPA Inc. processed, acknowledged, and evaluated materials from 146 candidates. We conducted telephone prequalifying interviews with the 19 most qualified candidates. Richard Allen interviewed eight semifinalist candidates. One of those candidates was offered and accepted the position in February 2013.

**Lackawanna College – President**

RPA Inc. sent over 4,000 personal letters and emails promoting the opportunity to administrative and academic professionals in higher education institutions throughout the U.S. We made over 250 personal contacts, through both telephone and email exchange. We received 18 nominations and contacted each individual personally. RPA Inc. processed, acknowledged, and evaluated materials from 67 candidates representing 21 states. The College completed all interviews on their own, but our firm assisted in contacting candidates and helping to get them scheduled. We also completed full reference checks on all candidates interviewed. One of the candidates interviewed was offered and accepted the position in January 2012.

**Northern Virginia Community College – Provost (Chief Campus Officer), Manassas Campus**

RPA Inc. sent over 3,300 personal letters and emails promoting the opportunity to administrative professionals in community colleges, historically black colleges and universities, Hispanic serving institutions, organizations serving women and ethnic and cultural minorities in higher education institutions throughout the U.S. We made over 400 personal contacts, through both telephone and email exchange. We received ten nominations and contacted each individual personally. RPA Inc. processed, acknowledged, and evaluated materials from 63 candidates representing 22 states and the District of Columbia. We conducted telephone prequalifying interviews with the 18 most qualified candidates. Richard Allen interviewed 11 semifinalist candidates. One of those candidates was offered and accepted the position in July 2012.

**Springfield College – President**

RPA Inc. sent over 7,500 personal letters and emails to administration professionals in higher education, nonprofit, and for-profit organizations throughout the U.S. promoting the opportunity. We sent a follow-up mass email to over 7,000 individuals to learn of potential interest and serve as a reminder that the search was still open. We made over 800 personal contacts, through both telephone and email exchange. We elicited the nominations of 66 people and contacted each one personally. RPA Inc. processed, acknowledged, and evaluated materials from 141 candidates. We conducted telephone prequalifying interviews with the 28 most qualified candidates. Richard Allen interviewed eight semifinalist candidates. One of those candidates was offered and accepted the position in June 2013.



## Fine Organizations Served

Agnes Scott College  
Aircraft Owners and Pilots Association  
Albright College  
Alfred State, SUNY College of Technology  
Alfred University  
Alvernia College  
American Association of Community Colleges  
American International College  
American University in Cairo  
American Welding Society  
Anoka Technical College/Anoka-Ramsey Community College  
Arcadia University  
Augustana College  
Averett University  
Bacone College  
Bancroft  
Beloit College  
Berea College  
Bethany College (KS)  
Bethel University (MN)  
Binghamton University Foundation, SUNY  
Birmingham-Southern College  
Bloomsburg University  
Brown University  
Bryan College  
Buckhorn Children's Foundation  
Buffalo Bill Historical Center  
Burr & Burton Academy  
California Baptist University  
California Institute of Technology  
California State University, Fresno  
Calumet College of St. Joseph  
Catawba College  
Cedarville University  
Center of Creative Arts  
Central Penn College  
Chemical Heritage Foundation  
Chemung County Library District  
Clarkson University  
Clarion University Foundation, Inc.  
Coastal Carolina University  
Colgate Rochester Crozer Divinity School  
Colgate University  
College of Saint Benedict  
Columbia International University  
Community College of Philadelphia  
Community Foundation for Southwest Washington  
Connecticut State Library  
Consortium for Graduate Study in Management  
Council for Advancement and Support of Education (CASE)  
Council for America's First Freedom  
Crichton College/Victory University  
Crow Canyon Archaeological Center  
Culver-Stockton College  
Curry College  
Dartmouth-Hitchcock Medical Center  
Dean College  
Delaware Valley College  
DePaul University  
Dominican University of California  
Donald Danforth Plant Science Center  
East Stroudsburg University  
Edinboro University  
Elizabethtown College  
Elmira College  
Emerson College  
Emporia State University  
Eureka College  
Felician College  
Ferris State University  
Flagler College  
Fontbonne University  
Food for the Hungry  
Franklin College  
Franklin Pierce University  
Gannon University  
Goshen College  
Grace College and Seminary  
Greater Newark Charter School  
Hanover College  
Hanover Hospital  
Harcum College  
Harrisburg Area Community College  
Harrisburg University of Science and Technology  
Hartwick College  
Heritage University  
Hiwassee College  
Historical Society of Pennsylvania  
Hollins University  
Homewood Retirement Centers  
Hood College  
Illinois College  
Immaculata University  
Iona College  
Kansas Wesleyan University  
Kendall College of Art and Design  
Keystone College  
Kutztown University  
Lackawanna College  
Lafayette College  
Lebanon Valley College  
Lehigh University  
LeMay – America's Car Museum  
Linfield College  
Lock Haven University  
Louisville Theological Seminary  
Lycoming College  
Lyon College  
Malone University  
Mansfield University  
Mars Hill College  
Maryville University (MO)

McCormick Theological Seminary  
McHenry County College Foundation  
Meredith College  
Metropolitan State University  
Michigan State University  
Millikin University  
Millersville University  
Milwaukee Area Technical College  
Minnesota State University, Mankato  
Misericordia University  
Monroe Community College  
Montclair State University  
Montgomery County Community College  
Mount Aloysius College  
Mount Mercy College  
Mountain State University  
Muskingum University  
Naropa University  
National Underground Railroad Freedom Center  
National-Louis University  
Nebraska Wesleyan University  
Neumann University  
New England College  
North Carolina Wesleyan College  
Northeast-10 Conference  
Northern Virginia Community College  
Ohio Wesleyan University  
Pace University  
Pearl S. Buck International  
Pennsylvania Horticulture Society  
Pennsylvania Library Association  
Pequea Valley Public Library  
Pfeiffer University  
Pittsburgh Theological Seminary  
Point University  
Portland State University  
Presbyterian Homes of Chicago  
Purdue University Calumet  
Purchase College, SUNY  
Quinnipiac University  
Randolph College  
Rensselaer Polytechnic Institute  
Ridley Township Public Library  
Roanoke College  
Robert Morris University  
Rochester Community and Technical College  
Rocky Mountain Institute  
Saint Leo University  
Saint Mary-of-the-Woods College  
Savannah College of Art and Design  
Slippery Rock University Foundation, Inc.  
Spalding University  
Spelman College  
Springfield College  
St. Lawrence University  
Sterling College  
Stillman College  
SUNY College of Environmental Science & Forestry  
SUNY Geneseo  
SUNY Empire State College  
SUNY Maritime College  
SUNY New Paltz  
SUNY Oswego

Susquehanna University  
Talladega College  
Tennessee Wesleyan College  
The College at Brockport, SUNY  
The College of New Jersey  
The College of Saint Rose  
The Community College of Baltimore County  
The Haverford School  
The Lee David Pesky Center for Educational Enrichment  
The Williamson Free School of Mechanical Trades  
Thiel College  
Tidewater Community College  
Tilton School  
Transylvania University  
Trinity International University  
Truman State University  
Union Presbyterian Seminary  
Union Theological Seminary  
Universitas Pelita Harapan  
University of Alabama at Birmingham  
University of Arkansas, Fort Smith  
University of Connecticut Foundation, Inc.  
University of Maine  
University of Massachusetts Amherst Foundation  
University of Medicine and Dentistry of New Jersey  
University of Missouri-St. Louis  
University of Montevallo  
University of Pennsylvania  
University of Puget Sound  
University of Richmond  
University of Saint Francis (IN)  
University of Saint Thomas  
University of South Dakota Foundation  
University of the District of Columbia  
University of Wisconsin-La Crosse  
University of Wisconsin-Platteville  
University of Wisconsin-River Falls  
University of Wisconsin-Stevens Point  
Upper Iowa University  
Ursinus College  
Utica College  
Vanguard University of Southern California  
Washington & Jefferson College  
Washington County Health System, Inc.  
Washington State University  
Washington University in St. Louis  
Weber State University  
Wells College  
West Virginia Northern Community College  
Western Washington University  
Westminster College  
Westmont College  
William Peace University  
Williamsport-Lycoming Foundation  
Wilmington College  
Wittenberg University  
Wright State University  
Yale University