



President

Kent State University

Executive Search and Recruiting Materials RFP #1592

Submitted By: Jett Pihakis, PhD Meredith Rosenberg

October 29, 2018



CONFIDENTIAL

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Mr. Larry McWilliams Kent State University Suite 330 Harbourt Hall 615 Loop Road Kent, OH 44242-0001 1700 New York Avenue, NW Suite 400 Washington, DC 20006-5208 USA Telephone +1-202-654-7800

Jett Pihakis, Ph.D. Executive Director, Higher Education

Dear Mr. McWilliams,

On behalf of Russell Reynolds Associates, we are delighted to have been invited to submit a proposal for your consideration. We would be honored to assist Kent State University in the search for its next president.

Over the past five years, we have worked closely with Kent State, leading the searches for the following five deans: Podiatric Medicine; Communication and Information; Architecture and Environmental Design; Education, Health and Human Services; and Aeronautics and Engineering. During this time, we have come to appreciate all that is truly special about the Kent State community. Particularly poignant for us is the University's brand message, which includes the statement, "We are one of the largest university systems in the nation, but one of the closest families in the world." This beautifully characterizes what we have found to be one of the most compelling features of the University. We have visited campus 10 times; we have worked with five Search Committees; and we ourselves feel a part of the very strong Kent State community.

We appreciate the fact that Kent State is firmly committed to teaching and learning and research and scholarship. With an annual average of \$28 million in external funding to support research, instruction, and public service projects, the University is a driving force for regional growth and development. U.S. News and World Report ranks Kent State among the top 200 universities in the country, and the University has been recognized nearly ten times as a "Great College to Work For" by The Chronicle of Higher Education. In recent years, the city of Kent has experienced dramatic revitalization as a result of a \$106 million public and private investment; indeed, the downtown Kent redevelopment project earned the 2012 Best Project Award from the Ohio Economic Development Association.

Kent State has embarked upon an ambitious agenda for the future, as expressed in *A Strategic Roadmap to a Distinctive Kent State*, approved by the Board in December 2015. The plan through the year 2021 centers around a strategic vision ("To be a community of change agents whose collective commitment to learning sparks epic thinking, meaningful voice and invaluable outcomes to better our society") and establishes five priorities: Students First; A Distinctive Kent State; Global Competitiveness; Regional Impact; and Organizational Stewardship. These priorities will be supported by the largest comprehensive campaign in University history. Earlier this year, Trustees approved a 10-year main campus transformation plan with a \$221 million first phase that calls for a new College of Business Administration Building.

President Warren has very successfully led the University since 2014. She first embarked on a six-month listening tour, during which she met with faculty, staff, students, alumni and community leaders from all eight Kent State campuses. Her aforementioned strategic plan identifies ways to raise the profile of Kent State as one of the top public research universities in the nation. Under her leadership, the University unveiled its new brand, enrolled its

most academically advanced freshman class ever and achieved record enrollment in its Honors College program. She will leave the University in excellent condition for her successor to continue to elevate its national reputation. We would expect to be able to generate significant interest in this opportunity.

In searching for your next president, we will be mindful of the responsibilities associated with leading an esteemed University with 10 colleges and nearly 50 research centers/institutes across eight different campuses. With Kent State's nearly 40,000 students, and more than 2,600 full- and part-time faculty, the next president must be an individual with extraordinary leadership skills, a deep and broad appreciation for the complexities involved in today's higher education landscape, and strong expertise in strategic, innovative and entrepreneurial academic management. A strong commitment to shared governance will be essential.

We are excited by the prospect of partnering with you in the search for Kent State's next president, and we are proud that Russell Reynolds Associates has become the first choice for high-level searches at many of the nation's colleges and universities. We believe this is for two reasons — our **search process** is thorough, thoughtful, and comprehensive, and our **search team** is well suited in experience to the specific needs of such searches.

In the following pages, you will find our proposed search process laid out in detail. However, below are a few key points critical to a successful search.

- Institutional fit is the single most important and single most overlooked factor in a search. We will
 spend time at the outset of the search learning what your goals and aspirations are for the next president.
 We will accomplish this by meeting with Trustees, faculty, students, administrators, alumni and other key
 constituents and we will use that understanding to inform (a) the detailed job description and (b) our
 recruitment efforts to amass a pool of outstanding leaders.
- 2. Maintaining constant and open communication ensures that there are no surprises in the search. We will stay in close contact with the Chair of the Search Committee from the beginning (as we develop the candidate pool and receive feedback from the market) to the end (as the Search Committee narrows down and focuses on finalist candidates). We will be completely transparent with the committee throughout the process, sharing the CVs of all interested candidates.
- 3. Quality is our top priority. We will commit to identifying and recruiting a group of qualified and diverse leaders from peer and aspirant institutions, and we will provide exceptional service every step of the way.

If Russell Reynolds Associates is selected for this search, I, **Jett Pihakis**, would co-lead our efforts. With a Ph.D. from Stanford University, I bring more than 15 years of experience in university administration, most recently having served as Associate Dean for MBA Programs at Georgetown University's McDonough School of Business. I have led high-profile academic searches for university presidents, provosts and deans, as well as searches for functional vice presidents. In recent years, I have led or co-led the search for president at Carnegie Mellon University, the University of Delaware, the University at Albany, Fairfield University, the American University of Beirut, and the American University in Cairo. In addition, I myself led the search for five Kent State deans over the past five years, so I have extensive knowledge of – and great passion for – the institution. Indeed, given the role I played in recruiting top senior talent to the University, I am particularly invested in ensuring that Kent State attracts the best possible leader to move it forward. Partnering with me on the search would be **Meredith Rosenberg**, a colleague within the Higher Education Practice, who co-led four of the previous six presidential searches with me.

As you will learn in the following proposal, we have much experience leading searches for college and university presidents, on campuses large and small. Given the extent to which we have enjoyed leading these searches, we were delighted to receive your Request for Proposal. In the pages that follow, we have provided the information you



requested, and we very much look forward to having an opportunity to elaborate on our proposal and to answer any questions you may have.

All best wishes,

Jett Pihakis, Ph.D.

Executive Director, Higher Education Practice



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About Russell Reynolds Associates

Serving clients globally since 1969, Russell Reynolds Associates is a private firm with 47 offices around the world. We advise our clients on recruiting and retaining outstanding leaders and help them mitigate the risks associated with senior level appointments. Our in-depth understanding of leadership competencies and higher education enables us to identify individuals who possess the right skills and role-specific expertise. Our rigorous approach to referencing provides a 360-degree perspective of the candidate, supports the finalist selection process, and helps identify areas to address in onboarding.

Our success over the past four decades is attributable to the outstanding quality of our people and a culture focused on excellence in client service. We assemble the most effective team to serve on each engagement. Just as importantly, the team you see is the team that delivers the work; we do not hand off work to less experienced associates. The hallmark of our searches is the excellent quality of the candidates we identify, and our hands-on involvement with search committees. We conduct original research for each and every search that we undertake. While we certainly utilize our extensive database of contacts, we do not rely solely on this database.

We have created a unique, industry-leading client feedback program to gauge our clients' satisfaction with our services. At the close of each engagement, a retired partner contacts each client by telephone to discuss the quality of our execution and how we might improve our service. As a firm, we earn consistently high client feedback scores and enjoy strong levels of repeat business from our clients.

Our Higher Education Practice was established in 2000 and functions like a boutique inside a large firm. While only a small fraction of Russell Reynolds Associates' total business is higher education search, nearly half of the Nonprofit Sector revenue comes from college and university search work.



The Russell Reynolds Associates Difference

Our Differentiators

The following Russell Reynolds Associates characteristics are examples of what sets us apart from our competitors:

Best Team Approach

The team you see is the team that delivers the work; we do not hand off work to less-experienced associates.

Commitment to Diversity

We recruited a diverse candidate in ~50% of our global nonprofit searches over the last three years.

Client Feedback

Client feedback is central to all that we do. At the conclusion of each and every search, our CEO or a retired Partner personally conducts a Client Feedback Survey with client.

Global

With 46 offices around the world, we have global reach with deep expertise and contacts across all sectors for comprehensive sourcing and referencing.

In-Depth Approach

Analytical and culture-based approach grounded in gaining comprehensive knowledge of the organization and tailoring candidate assessments to the organization's critical needs.

Legacy

Track record of successful long-term relationships with higher education leaders over time versus more limited partnerships with clients. 70% of our business comes from repeat clients.



Key Personnel: Executive Search Consultants

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Since February 2013, Jett Pihakis has been a member of our Nonprofit sector and Higher Education practice. He focuses on identifying senior academic and functional leaders within colleges and universities. Based in our Washington, D.C. office, Jett is also an active member of the firm's Diversity practice and Information Officers practice.

Professional Experience

For nearly 15 years, Jett served in leadership roles at top-ranked national and AAU research institutions, both private and public. He leads high-profile academic searches for university presidents, provosts and deans, as well as searches for functional Vice Presidents. In recent years, he has led or co-led the search for president at Carnegie Mellon University, the University of Delaware, the University at Albany, Fairfield University, the American University of Beirut and the American University in Cairo. He is now co-leading the search for president at Gettysburg College.

Prior to joining Russell Reynolds Associates, Jett served as Vice President for Programs at Management Leadership for Tomorrow (MLT) - a nonprofit that has made ground-breaking progress addressing the dramatic under-representation of minorities in leadership positions within top-tier MBA programs and Fortune 500 companies. There, he provided leadership across all programs including college, MBA, executive and alumni.

Previously, he served as Associate Dean of the Full-time MBA Program at Georgetown University, where he led the vision and strategy to recast the Georgetown MBA Program as a premier program, promoting it to the business community and prospective students. Jett also held positions at University of California, Berkeley as Director of Domestic Admissions for the Full-time MBA Program, at Golden Gate University as Director of Alumni Relations and at Vanderbilt University as Assistant Director of Undergraduate Admissions.

Education

Jett received his B.A., summa cum laude, in psychology from Vanderbilt University and his Ph.D. in education administration and policy analysis with a focus in higher education from Stanford University.



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President Kent State University

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Meredith Rosenberg leads the Digital Education practice at Russell Reynolds Associates and advises organizations on innovation and talent across the education sector, with a particular emphasis on high impact, transformational leaders. She is also a member of the firm's broader Technology Sector. Meredith works closely with clients that span a broad spectrum of the education industry and include Fortune 500 entities, leading content and technology providers, private equity and venture capital-backed entities, and for profit and non-profit education providers. She is based in Boston.

Professional Experience

Prior to joining Russell Reynolds Associates, Meredith was a Senior Vice President at Fullbridge, Inc., a venture-backed company that delivers accelerated professional and business skills training via a competency-based, hybrid online/in-person platform to universities, their undergraduates, and veterans, among other populations. She was a co-founder of Global Student Loan Corporation, a private student loan concern that funded higher education needs of non-U.S. citizens. Earlier, she was Vice President at the Yankee Group, a global consulting and market analysis firm where she ran the firm's Internet, Media and Consumer Communications Practices. She championed the concept of the "networked home and consumer," advising clients at the CEO level and below. Before that, Meredith was a Senior Consultant in the Telecommunications and Media Strategy Practice of Braxton Associates/Deloitte Consulting, and has worked at Grey Advertising, Research International and Coopers & Lybrand Consulting. In the early 1990s, Meredith lived and worked in the emerging economies of Eastern Europe, including Prague, Czech Republic and Kiev, Ukraine. Meredith has co-led the search for president at the University at Albany, Fairfield University, the American University of Beirut and the American University in Cairo. She is now co-leading the search for president at Wentworth Institute of Technology.

Education

Meredith received her A.B. from Cornell University, M.B.A. from The Wharton School, and M.A.L.D. from The Fletcher School of Law and Diplomacy at Tufts University.

Professional Affiliation

Meredith recently stepped down as a member of the Board of Trustees of Cornell University. She was a longtime member of the National Board of Directors of Rebuilding Together, the nation's leading nonprofit organization that provides critical home repairs, modifications and improvements for America's low-income homeowners. Currently Meredith is a member of the Philanthropy Trust of Boston Medical Center.



Description of Services Provided

A Focused Search Strategy

- Create a timeline for the search in conjunction with the Search Committee
- Conduct a broad-based needs assessment, including extensive conversations with key constituents
- Develop a detailed position profile which appropriately showcases the opportunity

Candidate Recruitment

- Determine which, if any, internal candidates are under consideration and outline the process for them, ensuring consistency in the process for all candidates
- Solicit nominations from the university community, aggressively contact our sources, carefully examine our database, and do online research to build an outstanding candidate pool
- Personally reach out to the most attractive candidates and convince them to opt in multiple times, if necessary
- Draft and place advertisements in appropriate publications, as desired by the Search Committee
- Create and maintain a secure site to share all candidate materials with the Search Committee

Candidate Assessment and Referencing

- Ask probing questions of our sources about each candidate suggested
- Speak with all viable candidates, either in person or by video, to assess their fit for the role
- Schedule and facilitate a "bio review" meeting during which Search Committee members discuss candidate materials
- Provide guidance to Search Committee about the pros and cons of each prospective candidate
- Conduct thorough Internet research on each candidate advanced to interview
- Verify undergraduate and graduate degrees of each candidate advanced to interview
- Schedule, arrange, and manage all aspects of the candidate interview process
- Contact references proposed by the candidates ("on-list") as well as others ("off-list")

Offer, Negotiations, and Follow-up

- Assist in any way necessary to close the negotiations
- Help the university and the successful candidate with the transition into the new role



Detailed Approach

Opening the Search

We begin our search process with an in depth exploration of the University's aspirations for the first year, the first five years, and hopefully, the decade ahead. Our primary focus will be to answer the following question: What is it that the next president can accomplish, that would make you look back, 5 years hence, and characterize this presidency as transformational for the University? We will seek to understand the perceived existing strengths, both academic and non-academic, as well as the existing challenges. We will conduct extensive meetings with key constituents (e.g., Board, alumni, faculty, senior administrators, students, staff, community members, etc.) to identify the type of experience and expertise that best fit the institutional aspirations identified. And we will seek to understand the Kent State culture – where there is opportunity for change, and in what instances adherence to Kent State traditions will be viewed as critical.

The purpose of this in-depth investigation will be to better understand what has worked well in the past, with prior presidents, and what has not worked well, recognizing that each served in a different historical time. In addition, by understanding what the Board would like the next president to accomplish, we can build a pool of prospective candidates who have a track record of success in the areas deemed essential.

The above approach reflects a value which we believe distinguishes our searches from that of other firms. We unequivocally subscribe to the belief that every presidential search is different, and that every presidency is different, and that to be successful, one has to appreciate the context and the culture within which the president will serve. It is for this reason that we do not identify prospective candidates for your review, as many search firms do, by churning a rolodex of those not chosen for other presidential searches. And it is why we do not revise a job description for a prior presidential search to define the opportunity at Kent State University.

If we reflect on the pool of candidates we targeted for the president of MIT, Johns Hopkins, the University of Miami, Lehigh, the University of Delaware, and the University of Michigan as exemplifying our approach, each was wholly different. Each pool was developed with an eye towards matching institutional aspirations with an established track record of skills and competencies of specific candidates.

Once we have this background information affirmed, we will develop, in concert with the Search Committee, a **Position Specification**, which serves as the primary document used to inform prospective candidates about the University's opportunities and challenges, existing strengths, etc. The position specification will, for example, include commentary about past fundraising goals and successes; planned campaigns; research centers and institutes; data on student admissions and enrollment; faculty and student research; rankings; campus life; athletics; financial analyses; etc.

To communicate with candidates and other interested parties, we will establish a dedicated email address (e.g. KentState.President@russellreynolds.com). Additionally, we will create a separate, password-protected web site accessible to the members of the Search Committee, so that Search

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Committee members can access the CVs and supporting documents submitted by each candidate. We will also work with Kent State staff to establish a dedicated Presidential Search website, so that interested parties and prospective candidates can review the advertisement, Position Specification, bios of Search Committee members, and other relevant documents and data. Also via this website, we will work with the Search Committee to keep the Kent State community apprised of search progress with periodic updates, without compromising the confidential nature of the search.

While the degree to which the search process is open or closed will be determined by the Search Committee, we recommend a fully closed search from beginning to end. Based on our vast experience, we have learned that many excellent candidates will refuse to be considered unless their confidentiality is guaranteed throughout the search. Many candidates will be sitting presidents, provosts and deans who are actively recruiting faculty and actively raising funds. If their candidacy were to become known at their home institution, their ability to be successful would be seriously compromised, which is obviously problematic for those finalists not hired by Kent State. While we are sensitive to the university community's desire to vet the finalist candidates, we have found that fully closed searches generate the strongest candidate pools.

Candidate Recruitment and Assessment

Once the Position Specification is completed, we will contact sitting and former presidents, and provosts, to gather suggestions for nominees, focusing much of our efforts on Kent State's peer and aspirant institutions. In addition, we will solicit nominations from the Board, faculty, and entire University community. We will, of course, target those individuals we believe will best resonate with the Board, faculty, and entire community, based on our past experience and our research into the University's priorities.

Once our pool of prospective candidates has been determined, we will reach out to this targeted group of individuals to discuss the opportunities and challenges associated with the position, as well as the many strengths of Kent State University. If appropriate, and if desired, we will call upon the Chair of the Search Committee to speak with some of the most attractive candidates, to persuade them of the excitement surrounding this opportunity. We will make special efforts to recruit a diverse pool and reach out especially to women and to underrepresented minorities. If requested, we will advertise the position through any outlets Kent State deems appropriate, with a special emphasis on publications reviewed by women and underrepresented minorities.

Following our initial outreach efforts, we will establish a set of candidate files, all of which will be accessible to the Search Committee. We will then assist the Search Committee in the review of the files of those we recruited and those who applied, in order to identify a short list (approximately 12) whom the Committee will invite for a confidential, preliminary interview. We conduct extensive Google/Factiva research on all individuals selected for first-round interviews.

Following these preliminary interviews, we will work with the Search Committee to narrow the pool of candidates, inviting those in whom the Committee has the greatest interest to participate in a second round of interviews with the Committee. Our typical practice for the second round of confidential interviews is to have the Committee split into two groups, with each half of the Committee meeting each candidate in a more intimate setting, for a more protracted discussion that goes into greater depth



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on a variety of topics. As the candidates are selected for second-round interviews, we will determine whether there are any impediments to their accepting an offer if tendered, whether there is anything embarrassing in their background of which the University should be apprised, and what their expectations are, should an offer be tendered. We will also verify the undergraduate and graduate degrees of each candidate invited for second-round interviews.

After the second round of interviews is complete, we will help the Committee to narrow the pool of candidates further. Toward that end, in a Presidential search, we often send two to three Search Committee members to have dinner at the home of the candidates who remain under serious consideration.

Referencing

We use sourcing at the beginning of the search as a way to get feedback on particular candidates. When candidates are recommended by our sources, we use that opportunity to ask probing questions about their administrative experience and academic reputation.

More formal reference checking is conducted once the candidates are selected for second round interviews. Working with the Search Committee, we will contact the candidates' references. We will also obtain written permission to contact people not listed as references. This data is analyzed and compiled into formal **Reference Reports** for your review.

When a final candidate has been mutually agreed upon, we expand our reference checks to a full slate of supervisors, peers, and subordinates qualified to comment in depth about the candidate.

Closing the Search

Once the preferred candidate is identified, we will work together to structure an offer calculated to attract her/him. We are prepared to assist in any way necessary to close the negotiations and to ease the transition of the successful candidate.

Although the recruiting process is complete when an offer is accepted, we regularly contact and work with the successful candidate and the University to assist in an effective and efficient transition. This is particularly important in the first 12 months of the new leader's tenure.



Suggested Search Timeline:

Phase	Action	Timing
	 Kent State makes public announcement regarding formation of Search Committee and hiring of RRA 	Week 1
Phase 1: Kickoff and Needs	 Kickoff meeting with Search Committee Meetings with key stakeholders, both on campus and by phone RRA solicits input from alumni, students, faculty, and staff via online survey 	Weeks 2 - 4
Assessment	■ Development of Position Profile; first draft due to Kent State	Week 5
	Call with Search Committee to discuss Position Profile	Week 6
	■ Position Profile Finalized	Week 6
	 Solicit nominations from Kent State Trustees, faculty, alumni, staff, and students 	Week 6
Phase 2: RRA in the Market	 Advertisements posted online Sourcing and informal referencing Prospect identification RRA conversations with prospects Regular status calls with Search Committee chair 	Weeks 7 - 14
	Bio Review Meeting: Search Committee identifies candidates for First Round Interviews	Week 16
	RRA conducts Internet research on those selected for First Round Interviews	Week 17
Phase 3: Candidate	 Search Committee conducts First Round Interviews with RRA support Search Committee develops shortlist of semi-finalists 	Week 18
Interviews & Referencing	 Semi-finalist referencing RRA verifies academic degrees of semi-finalists 	Weeks 19 - 20
	Second Round Interviews are conducted for semi-finalists	Week 20
	 Third Round Interviews: Finalist-hosted dinners Further referencing 	Week 22
Phase 4: Offer & Negotiations	 Preferred candidate selected Board votes Offer made Offer negotiation and acceptance 	Weeks 23 - 24
	Search completes	Week 24



Experience: Selected Higher Education Assignments

Presidents

Organization	Role
American University in Cairo	President
American University of Beirut	President
Barnard College	President
Binghamton University	President
Carnegie Mellon University	President
Charles R. Drew University of Medicine and Science	President
Connecticut College	President
Cooper Union	President
DePauw University	President
Drexel University	President
Fairfield University	President
Furman University	President
Gettysburg College	President #
Hawaii Pacific University	President
Johns Hopkins University	President
Lehigh University	President
Manhattanville College	President
Massachusetts Institute of Technology	President
Menlo College	President
Mills College	President



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Pace University	President
Stony Brook University	President
Tulane University	President
University at Albany	President
University at Buffalo	President
University of Alabama System	President
University of Delaware	President
University of Miami	President
University of Michigan	President
University of Texas, Arlington	President
University of Texas, Dallas	President
University of Texas, Permian Basin	President
University of Texas, Tyler	President
Virginia Polytechnic Institute & State University (Virginia Tech)	President
Wentworth Institute of Technology	President #

In Progress



Other Selected Higher Education Assignments – Non-Presidents

Organization	Role
Binghamton University	Provost and Vice President for Academic Affairs
Bowdoin College	Senior Vice President, Inclusion & Equity
Brown University	Dean of the Division of Biology and Medicine
Bucknell University	Provost Dean, College of Arts and Sciences Dean, College of Engineering
Carnegie Mellon University	Provost Dean, Mellon College of Science
Duke University	Dean, Pratt School of Engineering Dean, College of Arts & Sciences Dean, Sanford School of Public Policy
Emory University	Dean, School of Law
Fairfield University	Provost Dean, Dolan School of Business
George Washington University	Provost and Executive Vice President for Academic Affairs
Georgetown University	Dean, Public Policy Dean, Georgetown College
Georgia Institute of Technology	Dean, College of Computing
Illinois Institute of Technology	Provost Dean, Armour College of Engineering Dean, Lewis College of Human Science Dean, College of Architecture
Indiana University	Dean, Robert H. McKinney School of Law
Johns Hopkins University	Provost and Senior Vice President for Academic Affairs Dean, School of Education Dean, Krieger School of Arts and Sciences Dean of the School of Medicine, Chief Executive Officer, Johns Hopkins Medicine and Vice President for Medicine Dean, Whiting School of Engineering



Organization	Role
Kent State University	Dean, College of Public Health Dean, College of Communication and Information Dean, College of Architecture and Environmental Design Dean, College of Education, Health and Human Services Dean, College of Podiatric Medicine Dean, College of Aeronautics and Engineering
Lehigh University	Dean, College of Business and Economics
Michigan State University	Vice President for Research and Graduate Studies Dean, Eli Broad College of Business
The New School	Dean, Parsons School of Design
Northeastern University	Dean, College of Arts, Media and Design Chief Partnership Officer VP, New Ventures
Northwestern University	Dean, Law School
Rice University	Dean, Weiss School of Natural Sciences
Rutgers University	Dean, School of Law Dean, School of Criminal Justice Chancellor for Biomedical and Health Sciences Dean, Robert Wood Johnson Medical School Dean, School of Public Health Dean, School of Health Related Professions
Santa Clara University	Dean, Leavey School of Business
Simmons College	Dean, School of Arts and Science
Southern Methodist University	Dean, Dedman School of Law
Stanford University	Dean, School of Medicine
Stony Brook University (SUNY)	Provost and Senior Vice President for Academic Affairs Dean, School of Medicine Dean, College of Arts and Sciences Dean, School of Social Welfare Dean, College of Engineering and Applied Science
Syracuse University	Dean, School of Architecture



Organization	Role
Tulane University	Senior Vice President for Academic Affairs and Provost Senior Vice President and Dean, School of Medicine Dean, School of Liberal Arts Dean, School of Architecture Dean, School of Law Dean, School of Social Work Dean, Freeman School of Business
University at Buffalo (SUNY)	Provost and Executive Vice President for Academic Affairs Dean, College of Arts and Sciences Dean, School of Engineering Dean, School of Law Dean, School of Management Dean, School of Medicine Dean, School of Nursing Dean, School of Pharmacy Dean, School of Public Health Dean, School of Public Health Professions Vice President for Health Sciences Vice President for Research Dean, School of Dental Medicine
University at Albany (SUNY)	Provost #
University of Akron	Dean, College of Polymer Science and Engineering
University of Alabama at Huntsville	Provost Vice President for Research Dean, College of Engineering
University of California Office of the President	Senior Vice President, Research Innovation and Entrepreneurship
University of California, Irvine	Vice Chancellor of Health Affairs and Dean, School of Medicine
University of California, Merced	Dean, School of Social Sciences, Humanities and Arts Dean, School of Engineering Dean, School of Natural Sciences
University of California, San Diego	Vice Chancellor of Research Dean, Division of Biological Sciences Dean, Division of Arts and Humanities Dean, Division of Social Sciences
University of Delaware	Dean, College of Engineering Provost



Organization	Role
University of Maryland – Baltimore County	Vice President, Research Dean, College of Engineering and Information Technology Dean, College of Arts, Humanities, and Social Sciences
University of Miami	Dean, College of Arts and Sciences
University of Michigan	Executive Vice President for Medical Affairs
University of Pittsburgh	Provost Dean, Swanson School of Engineering Dean, School of Computing and Information Vice Chancellor of Communications
University of Rochester	Senior Vice President for Administration and Finance
University of Nebraska, Lincoln	Dean, School of Business
University of North Carolina at Chapel Hill	Dean, College of Arts & Sciences Dean, School of Social Work Dean, School of Dentistry
University of Texas at Austin	Dean, Cockrell School of Engineering Dean, McCombs School of Business Dean, Lyndon B. Johnson School of Public Affairs Dean, College of Natural Sciences Dean, College of Liberal Arts # Dean, School of Law Dean, School of Undergraduate Studies Executive Vice President and Provost Dean, Cockrell School of Engineering Dean, Moody College of Communication Vice President for Diversity and Community Engagement
University of Virginia	Executive Vice President and Provost Executive Vice President for Health Affairs Dean, Frank Batten School of Leadership and Public Policy Dean, School of Engineering and Applied Science

In Progress



Our Commitment to Diversity

Russell Reynolds Associates is committed to non-discrimination and diversity in terms of the clients we serve, candidates we present, and the people we hire within our own firm. Our commitment to diversity starts within our own organization and extends to our clients and the candidates we present to you.

We recognize that diversity is all-inclusive and not limited only to race and gender. We believe that the definition of diversity, especially in the professional realm, refers to a society that embraces differences in race, ethnicity, gender, lifestyle, age, and even professional as well as personal background. Managed effectively, diversity can be a way to support ambitious goals by promoting broader vision, flexibility, openness to new ideas, and continuous learning.

In the context of our Higher Education searches, it is our practice never to move forward with a slate of semi-finalists that does not include women and underrepresented minorities. In our presidential search for the University of Michigan, the finalists included women and underrepresented minorities. For MIT, the president appointed, Dr. Rafael Reif, was Hispanic. The same was true for the University of Miami and the University at Albany, to whom we introduced and recruited Dr. Julio Frenk and Dr. Havidán Rodriguez, respectively. In sum, we make special efforts in every search to ensure that the list of semifinalists and finalists includes African Americans, Hispanics, women, and other underrepresented groups.

We recruited a "diverse" candidate in ~50% of our global nonprofit searches over the last 3 years.



We Are <u>The</u> Diversity & Inclusion Executive Search Firm

Deep Expertise



We have a diverse network across sectors, regions and functions and are disciplined about ensuring no stone goes unturned in creating an inclusive slate of talent for our clients.

Authentic Partnerships and Associations



We develop meaningful partnerships with leading diversity organizations, such as the Black Corporate Directors Conference, 30% Club. etc.

We track diverse talent and are keenly aware of and connected to high potential diverse individuals.

Inclusion Index and Advisory Services



We help clients diagnose and understand their culture and make recommendations around how to attract and develop diverse talent.

Data-Driven Approach



New partnership with Hogan adds further rigor and standardization to our assessment process to ensure candidates are evaluated fairly and free of adverse impact.

We have a data-driven understanding of the barriers and enablers to D&I across sectors.

Thought Leadership



We engage with Diversity and Inclusion #GameChangers via proprietary thought leadership, as recognized by the New York Times, The Corporate Board, and other prominent media outlets.

Metric-Driven D&I Search



We help formulate selection and recruitment methods that get at core competencies, rather than affirm biases.

We track diversity metrics across our search work.

We have dedicated D&I research resources.

Open Minded Approach



We challenge hiring managers when appropriate to make tradeoffs, in order to ensure an inclusive slate of talent.

We will not turn off high caliber diverse talent who might not be an "exact fit".

A Diverse, Global Firm



Diversity is part of our leadership fabric – 40% of our ExCo and 31% of our MDs are women.

We have a dedicated D&I practice of over 50 consultants globally.

All new consultants undergo unconscious Russ

bias training.

Higher Education Practice

President Kent State University

Potential Conflicts

Russell Reynolds Associates is not engaged in any other searches that could potentially conflict with the search for President at Kent State University. As a firm, we are very diligent about not accepting searches that may conflict with other searches already in progress.



Higher Education Practice

President Kent State University

References

University at Albany

Michael Castellana Chair of the Search Committee President and CEO SEFCU (518) 256-8095 mcastell@sefcu.com

Jett and Meredith worked with Michael on the search for President.

Fairfield University

Scott Esposito
Vice President for Human Resources
(203) 254-4000 x2230
sesposito@fairfield.edu

Jett and Meredith worked with Scott on the search for President.

University of Delaware

Jeff W. Garland
Vice President and University Secretary
(302) 831-2113
jgarland@udel.edu

Jett worked with Jeff on the search for President.



Higher Education Practice

President Kent State University

Fee Structure

Our goal is to provide you the best value proposition for your financial investment in this process. We will be flexible in creating a fee arrangement that addresses your preferences, and **we would be happy to negotiate a fixed fee, if desired by Kent State University**. The standard terms for an engagement are summarized below, with the full terms and conditions following:

- A fee equal to one-third of the hired candidate's total estimated first year compensation, including base salary, projected bonus, signing bonus and any other compensation attributable to the candidate's first year of employment.
- Three retainer payments over a 3-month period, credited against the final fee.
- 12-month replacement guarantee.
- An Administrative Charge of \$9,000, which covers search-related expenses difficult to allocate to individual searches.
- Travel expenses and other interview-related expenses are passed through at cost.



Terms and Conditions

Terms and Conditions

SECTION 1. Professional Services.

- A. Services. Russell Reynolds Associates ("RRA") agrees to conduct a search (the "Search") for Client for the position (the "Position") described in the attached engagement letter (the "Engagement Letter"). "Client" refers to the entity to which the Engagement Letter is addressed.
- B. Exclusivity. RRA shall have the exclusive right during the term of the Search to represent Client with regard to the Search.
- C. Reference and Background Checks. RRA will conduct reference checks and use commercially reasonable efforts to verify educational history for the finalist candidates. Any additional background investigation regarding candidates shall be Client's responsibility. Client understands that in conducting the Search and the reference and educational checks, RRA relies on information given to it by sources, candidates, references and private contacts, and, therefore, RRA does not warrant the veracity of such information.
- D. Warranties. RRA shall perform the Search in good faith consistent with executive search industry standards. All other warranties are expressly disclaimed.

SECTION 2. Fees.

- A. Fee. Client shall pay RRA a fee (the "Fee") equal to one-third of the total estimated first year compensation of the candidate hired for the Position, including base salary, projected bonus, signing bonus and any other compensation attributable to the candidate's first year of employment ("Total Compensation").
- B. Retainer. Client shall pay RRA an agreed estimate of the Fee in the amount set forth in the Engagement Letter (the "Retainer"). The Retainer is payable in three equal installments, invoiced at the initiation of the Search and at 30 and 60 days thereafter. If, based on the Total Compensation of the hired candidate, the amount of the Fee exceeds the Retainer amounts previously paid, the excess shall be due to RRA upon the candidate's acceptance of an offer of employment from Client. Subject to Section 3B, the Retainer is RRA's minimum fee for undertaking the Search.
- C. Expenses. Client shall reimburse RRA for all reasonable out-of-pocket search-related expenses, without mark-up (e.g., travel expenses and external video-conferencing costs for RRA consultants and prospective candidates) on a monthly basis. Client also shall pay RRA an Administrative Charge in the amount set forth in the Engagement Letter (the "Administrative Charge") for the cost of search-related expenses that are difficult to allocate to individual searches (e.g., degree verifications, internal video-conferencing, on-line research, in-house databases, search-related information technology and similar costs). The Administrative Charge is payable in three equal installments along with the Retainer installments.
- D. Additional Hires. If, during the Search or within 12 months after completion or cancellation of the Search, Client hires a candidate presented during the Search for a position other than the Position, Client shall pay RRA one-third of the Total Compensation of each such candidate upon the candidate's acceptance of an offer of employment with Client.
- E. Invoices. Invoices are payable within 30 days of receipt. RRA may suspend its performance hereunder until payment is received on past due invoices. Any sales, VAT or similar taxes applicable to the services provided hereunder shall be added to RRA's invoices and paid by Client.

SECTION 3. Term; Cancellation.

- A. Term. The term of the Search shall begin upon initiation of the Search and shall continue for six months, unless earlier completed or cancelled pursuant to Section 3B.
- B. Cancellation. Client may cancel the Search at any time. If Client cancels the Search, Client shall pay RRA all Retainer and Administrative Charge

amounts which were eligible for invoicing hereunder prior to such cancellation, and shall reimburse RRA for all reasonable out-of-pocket expenses incurred through the cancellation date. If Client hires, within 12 months after cancellation, a candidate presented during the Search for the Position, Client shall pay RRA the Fee set forth in Section 2A, less any Retainer payments previously paid for the Search, upon the candidate's acceptance of an offer of employment with Client.

SECTION 4. Guarantee.

If a candidate with respect to whom Client has paid RRA a fee hereunder is terminated for cause or resigns, other than due to death, disability, change in the position responsibilities, compensation or any other change that is internal to Client, within six months from the date of hire, then, as Client's exclusive remedy with respect to the candidate's termination, resignation or performance, RRA will conduct a search for up to three months to find a replacement for such candidate charging only for reasonable out-of-pocket expenses.

SECTION 5. Equal Opportunity.

Each party agrees that in connection with the Search it will comply with all applicable equal opportunity and anti-discrimination laws.

SECTION 6. Confidentiality and Data Privacy.

- A. Confidential Information. "Confidential Information" shall mean all non-public information provided by one party to the other which is either identified as confidential at the time of disclosure or disclosed under circumstances that would cause a reasonable person to conclude that the information is confidential. All candidate information and personal data shall be RRA Confidential Information. Each party (i) shall protect the other party's Confidential Information from unauthorized disclosure, using at least the same degree of care that it uses to protect its own Confidential Information, but not less than reasonable care, (ii) shall not, except as required by law, disclose the other party's Confidential Information without the prior written consent of such other party and the candidate, if applicable; provided, however, that RRA may disclose Client Confidential Information as necessary to conduct the Search, (iii) shall use the other party's Confidential Information solely in connection with the services provided hereunder and (iv) shall comply with applicable data privacy laws and use appropriate technological and organizational measures to protect candidate personal data from unauthorized access and use.
- B. Obligations Upon Termination. Each party's obligations under this Section 6 will survive the termination or expiration of the Search for a period of three years, provided, however, that each party's obligations under data privacy laws shall continue in accordance with such laws.
- C. Data Privacy. Client and RRA agree to comply with the terms of the Data Processing Addendum attached hereto as Annex I. To the extent there is any conflict or inconsistency between these Terms and Conditions and Annex I, Annex I shall prevail.

SECTION 7. Liability.

In no event shall RRA or Client be liable for consequential, indirect or punitive damages arising out of the services provided hereunder or shall either party's liability, if any, relating to or arising out of the services provided hereunder exceed the Fee paid to RRA for such services.

SECTION 8. Entire Agreement; Amendment.

These Terms and Conditions (including Annex I hereto) and the Engagement Letter contain the complete agreement of the parties as to the subject matter hereof, supersede all prior and contemporaneous understandings and agreements relating thereto and may not be amended, modified or supplemented except by a written instrument signed by both parties.

May Jod.





Procurement Department

REQUEST FOR PROPOSAL #1592

RFP #1592:

Selection of a Search Firm to Identify and Screen Candidates for the President

of Kent State University

DATE OF ISSUE:

Thursday, October 25, 2018

SEALED PROPOSALS DUE:

Friday, November 2, 2018, 3:00 PM Eastern

Sealed proposals must be received at the Procurement Department, located at 615 Loop Road, Suite 330 Harbourt Hall, Kent State University, Kent, Ohio, by the date and time specified above, and opened immediately thereafter for the same Request for Proposal above. Proposals received after that date and time will be returned unopened to the vendor.

Proposals are to be submitted in accordance with the enclosed Proposal Instructions and Specifications. There will not be a formal proposal opening.

The Procurement Department shall at all times reserve the right to reject any or all proposals, award partial proposals, waive any proposal informalities or irregularities, and request new proposals if doing so is deemed to be in the best interests of Kent State University.

Ouestions pertaining to any specifications contained herein should be directed to:

Lawrence W. McWilliams III, C.P.M., Assistant Manager Kent State University, Procurement Department 330 Harbourt Hall, 615 Loop Road Kent, Ohio 44242-0001

Phone: 330-672-9196 Fax: 330-672-7904 lmcwilli@kent.edu

www.kent.edu/procurement

By signing this document, I am agreeing, on behalf of my firm, to the specifications of this Request for Proposal and accepting, without exception or amendment the Instructions, Agreement Terms, and Specifications as set forth in this document. Any and all Purchase Orders resulting from this Request for Proposal shall be subject to these Instructions, Russell Reynolds Associates

(Company Name)

DATE: 10-29-18 Agreement Terms and Specifications, as incorporated herein.

AUTHORIZED SIGNATURE: ___

Jett Pihakis Executive Director, Higher (Printed Name, Title) Educat



7.0 REQUEST FOR PROPOSAL RESPONSE FORM AND PROPOSAL FORMS

7.1 Respondent Signature and Information Form:

In addition to the information requested in the previous sections, please complete the following:

By signing below, Contractor warrants that it is not subject to an unresolved finding for recovery under ORC 9.24. If the warranty is false on the date the parties sign an Agreement resulting from this RFP, such and any future Agreement is void *ab initio*, and the Contractor must immediately repay to the State any funds paid under any such Agreement.

Pursuant to R.C. 9.76(B) Consultant warrants that Consultant is not boycotting any jurisdiction with whom the State of Ohio can enjoy open trade, including Israel, and will not do so during the contract period.

COST PROPOSAL/QUOTATION: See page 21 of proposal
PAYMENT TERMS: See page 21 of proposal
CONTRACTOR QUOTING: <u>Jett Pihalus</u>
FEDERAL TAX ID No. OR SOCIAL SECURITY No.: 13-2645137
FIRM NAME: Russell Reynolds Associates
ADDRESS: 1700 New York Ave, NW
Suite 400 Washington, DC 20006
TELEPHONE No.: 202 - 654 - 7800
FAX No: 202-638-5178
EMAIL: jett-pihakis@russellreynolds.com
AUTHORIZED SIGNATURE: MOMMA
NAME OF SIGNEE: JOHN Pihakis
TITLE: Executive Director, Higher Education Practice
DATE: 10-29-18

Continued on next page.

^{*}All bids submitted are taken by the University as offers to sell by the Proposer and acceptance shall occur only by the issuance of a University purchase order or where appropriate, upon the execution of a written contract.



7.2 Type of Business (please check all applicable classifications):

Large.
Small business – An independently owned and operated business which, together with affiliates, has 250 or fewer employees or average annual gross receipts of \$10 million or less averaged over the previous three years. Department of Minority Business Enterprise (DMBE) certified women-owned and minority-owned business shall also be considered small business when they have received DMBE small business certification.
Women-owned business – A business concern that is at least 51% owned by one or more women who are U. S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law, and both the management and daily business operations are controlled by one or more women who are U. S. citizens or legal resident aliens.
Minority-owned business – A business concern that is at least 51% owned by one or more minority individuals or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.

7.3 Electronic Invoicing and Payment Capability:

All bidders are required to complete the following information:
Does your company offer electronic invoicing? YesNo
If yes, please specify method:
Is your company capable of receiving payment via ACH transfer? YesNo

Continued on next page.



All bidde	ers are requested to complete the following information: Bidder is an Ohio vendor.	
	ualifies as an Ohio bidder because it: _ Is offering an Ohio product Has a significant Ohio economic presence Is located in a border state (Kentucky, Michigan, New York, Indiana or Pennsylvania) that imposes no greater restriction than contained in section 125.09 and 125.11 of the Ohio Revised Code.	
Bidder d	loes not qualify as an Ohio bidder.	
All prod	ucts offered in this bid are Ohio products except those listed below:	ε
The Bid	an Certificate: Ider or Offeror hereby certifies that each end product, except the end product.	oducts listed be
The Bid	Ider or Offeror hereby certifies that each end product, except the end product as defined in the Buy America Act; and that composen considered to have been mined, produced, or manufactured outside the	onents of unknov
The Bid	lder or Offeror hereby certifies that each end product, except the end procure end product as defined in the Buy America Act; and that compo	onents of unknov
The Bid	Ider or Offeror hereby certifies that each end product, except the end product as defined in the Buy America Act; and that composen considered to have been mined, produced, or manufactured outside the	onents of unknov
The Bid	Ider or Offeror hereby certifies that each end product, except the end processource end product as defined in the Buy America Act; and that composen considered to have been mined, produced, or manufactured outside the	onents of unknov
The Bid domestic have bee	Ider or Offeror hereby certifies that each end product, except the end processource end product as defined in the Buy America Act; and that composen considered to have been mined, produced, or manufactured outside the	onents of unknov

Note: Any questions regarding the above should be directed to: Kent State University, Procurement Department, 330-672-2276.



Continued on next page.

7.6 Standard Affirmation and Disclosure Form for Executive Order 2010-09S Banning the Expenditure of Public Funds on Offshore Services:

CONTRACTOR/SUBCONTRACTOR AFFIRMATION AND DISCLOSURE

By the signature affixed to this response, the Bidder/Offeror affirms, understands and will abide by the requirements of Executive Order 2011-12K issued by Ohio Governor John R. Kasich. If awarded a contract, the Bidder/Offeror becomes the Contractor and affirms that both the Contractor and any of its subcontractors shall perform no services requested under this Contract outside of the United States. The Executive Order is available at the following website:

(http://www.governor.ohio.gov/Portals/0/pdf/executiveOrders/EO%20211-12K.pdf).

The Bidder/Offeror shall provide all the name(s) and location(s) where services under this Contract will be performed in the spaces provided below or by attachment. Failure to provide this information as part of the response will deem the Bidder/Offeror not responsive and no further consideration will be given to the response. Bidder/Offeror's offering will not be considered. If the Bidder/Offeror will not be using subcontractors, indicate "Not Applicable" in the appropriate spaces.

1. Principal location of business of Contractor:	
1700 New York Ave NW (Address) # 400	Washington, DC 20006 (City, State, ZIP)
Name/Principal location of business of subcontractor(s):	
(Name) A	(Address, City, State, ZIP)
(Name)	(Address, City, State, ZIP)
2. Location where services will be performed by Contra	actor:
Kent State University (Address)	Kent OH 44242 (City, State, ZIP)
Name/Location where services will be performed by subc	contractor(s):
(Name)	(Address, City, State, ZIP)
(Name)	(Address, City, State, ZIP)

Continued on next page.



Location where state data will be stored $\bigwedge \int A$	d, accessed, tested, maintained or backed-up, by Contrac
(Address)	(Address, City, State, ZIP)
me/Location(s) where state data will be scontractor(s):	stored, accessed, tested, maintained or backed-up by
(Name)	(Address, City, State, ZIP)
(Address) Name/Location(s) where services will be	(Address, City, State, ZIP) be changed or shifted to be performed by subcontractor(
(Name)	(Address, City, State, ZIP)

Continued on next page.