

PROPOSAL PREPARED FOR

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TO CONDUCT A SEARCH FOR

**PRESIDENT**

*July 11, 2013*



*R. William Funk & Associates is pleased to submit a formal proposal to conduct the search for the President of Florida Atlantic University. We would welcome the opportunity to utilize our expertise and knowledge to the benefit of your search. Please call me if you have any additional questions or would like additional information.*

*-- R. William (Bill) Funk*



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**OVERVIEW:**  
**R. WILLIAM FUNK & ASSOCIATES**

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**R. William Funk & Associates** is the premier firm dedicated to higher education search consulting. Led by its founder and President, R. William (Bill) Funk, the firm is recognized for its unparalleled record in recruiting many of the nation's most esteemed college and university leaders.

Mr. Funk is the best known and most widely respected search consultant serving higher education. He has been called the “**guru of higher education recruiting**” by *The Chronicle of Higher Education* and is listed as one of the 200 best executive recruiters in the world in *The Global 200 Executive Recruiters: An Essential Guide to the Best Recruiters in the United States, Europe, Asia, and Latin America* (Jossey-Bass, Inc).

*On Wisconsin*, a University of Wisconsin publication, proclaimed in an article several years ago, that “...Funk is higher education’s ultimate insider, its answer to the Kevin Bacon game: his list of friends and acquaintances includes the top officials at nearly every major American university. Pick any school on the map, and you’re likely to find no more than a few degrees of Bill Funk. ...he has become the most highly regarded search consultant in higher education.”

Mr. Funk has conducted more than 350 searches for college and university Presidents and Chancellors. Among the approximately 70 currently sitting Presidents he has recruited are many of the nation’s most admired and respected university executives, including, among many others: **David Skorton at Cornell University; Carol Folt at University of North Carolina at Chapel Hill; Scott Cowen at Tulane University; Max Nikias at the University of Southern California; Teresa Sullivan at the University of Virginia; Donna Shalala at the University of Miami; Mitch Daniels at Purdue University; Michael Young at the University of Washington; Bernadette Gray-Little at the University of Kansas; and, Eric Kaler at the University of Minnesota.**

Our firm is widely recognized as the preeminent search firm consulting with the nation’s major state universities. We understand the complexity of these institutions and the highest quality leadership demanded by their Boards.



## OUR UNIQUE ADVANTAGES

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We believe that we are unusually qualified to conduct this assignment for Florida Atlantic University. Our knowledge of higher education and demonstrated success recruiting leaders to the nation's most important institutions provides you with immediate access to the very best candidates.

During the past two and one-half decades, no higher education search consultant or firm has had a greater impact on college and university leadership nationally than Mr. Funk and his team.

The following factors likely differentiate us from others you may be considering:

- **KNOWLEDGE OF AND FAMILIARITY WITH FAU**

We have had the privilege of conducting numerous searches (7) for Florida Atlantic University and are most familiar with the University's mission, culture, organization, and people. As a result, we can be a positive and informed steward in approaching potential candidates about the attractiveness of the institution.

In addition, we have a great deal of experience conducting searches under the Florida Sunshine Laws. We have conducted President searches at the University of Florida, Florida State University, University of West Florida, University of South Florida-St. Petersburg, and FAU and have had very robust pools of candidates for our search committees to consider.

- **LEADING UNIVERSITY RECRUITING FIRM**

Our firm has had the privilege of recruiting more AAU Presidents and Chancellors in the past decade than any other firm or collection of firms. We have recruited Presidents for more than two-thirds of all public AAU institutions and more than one-half of all AAU universities.

It might also be of interest to you to know that we have recruited Presidents or Chancellors to more than one-half of the ***U.S. News & World Report's most recently published "Top 30 Public National Universities."*** (A complete listing of currently sitting Presidents/Chancellors we have recruited is available on our website at [www.rwilliamfunk.com](http://www.rwilliamfunk.com).)

We have recruited Presidents to many universities of similar size and mission as Florida Atlantic and would welcome the opportunity to utilize our experience to the benefit of FAU.



- **ABILITY TO ATTRACT AND RETAIN THE BEST CANDIDATES**

This Presidency at Florida Atlantic will be very attractive to many outstanding individuals. The challenge for your Search Committee and Board is not just in attracting the interest of high caliber candidates, but in managing their active candidacies in a confidential and supportive way. Getting the best people to declare their candidacy — and keeping them in the search — may be the greatest contribution we can make. The best candidates will not want to feel that they are in competition, will be very sensitive to public disclosure of their candidacies, and will require constant “hand holding” throughout the process. This is the area where our consultants have demonstrated they add significant value to your recruitment effort.

■ **FOREMOST RECRUITERS FOR UNIVERSITY LEADERSHIP**

R. William Funk & Associates has conducted hundreds of searches for colleges and universities. Below is a list of schools where the **currently sitting** Presidents and Chancellors were placed by RWFA:

- Bradley University
- Clemson University
- Cornell University
- Drake University
- Eastern New Mexico University
- Florida Atlantic University
- Florida Board of Governors System
- Georgia Regents University
- Georgia Tech
- Hamline University
- Indiana State University
- Lamar University
- Lawrence Technological University
- Louisiana State University
- Northern Illinois University
- Oklahoma State Regents Board
- Oklahoma State University
- Piedmont College
- Purdue University
- Rutgers University
- Rutgers University - Newark
- Rutgers University Foundation (in progress)
- Schreiner College
- Southern Arkansas University
- Southern Methodist University
- Syracuse University
- Texas Christian University
- Texas State University at San Marcos
- Texas Tech University System
- Tulane University
- University of Arkansas System
- University of California System
- University of Delaware
- University of Georgia
- University of Houston
- University of Houston - Clear Lake
- University of Houston – Downtown
- University of Houston – Victoria
- University of Kansas
- University of Louisville
- University of Miami
- University of Minnesota
- University of Nebraska – Lincoln
- University of Nebraska – Omaha
- University of Nebraska System
- University of Nevada, Reno
- University of North Carolina
- University of North Carolina Chapel Hill
- University of North Texas System
- University of Northern Iowa
- University of Redlands
- University of San Diego
- University of South Alabama (in progress)
- University of South Carolina
- University of Southern California (USC)
- University of South Florida, St. Petersburg
- University of Texas at San Antonio
- University of Texas at Tyler
- University of Tulsa
- University of Virginia
- University of Washington
- University of Wisconsin System
- University System of Georgia
- University System of Maryland
- Washington State University, Tri Cities
- Wichita State University
- Worcester Polytechnic Institute

■ **UNPARALLELED RECORD OF RECRUITING WOMEN AND MINORITY PRESIDENTS**

Our firm is an affirmative action, equal opportunity employer. We are particularly proud of our role in bringing forward qualified women and minority candidates for consideration by the Search Committees with which we have worked.

Several years ago, the Women's Network of the **American Council on Education** awarded Mr. Funk and his team its annual "Network Leadership Award" in recognition of our work in recruiting women into senior levels of leadership in higher education.

Mr. Funk is a frequent speaker at the Network's leadership conferences nationally and recently (April 2012) he was the keynote speaker at the Texas Women in Higher Education's Annual Conference.

As a reflection of our commitment to diversity, the following **currently sitting** minority and women Presidents and Chancellors Mr. Funk and his team have assisted in recruiting are:

**Teresa Sullivan**

*President - University of Virginia;*

**Carol Folt,**

*Chancellor - UNC Chapel Hill;*

**Bernadette Gray-Little**

*Chancellor - University of Kansas;*

**Donna Shalala**

*President - University of Miami;*

**Linda Hanson**

*President - Hamline University;*

**Nancy Cantor**

*President - UNC Chapel Hill;*

**William Flores,**

*President - University of Houston*

*Downtown Campus;*

**Joanne Glasser,**

*President - Bradley University;*

**Mary Lyons,**

*President - University of San Diego;*

**Renu Khator,**

*President - University of Houston;*

**Ricardo Romo,**

*President - University of Texas at San Antonio;*

**Mary Jane Saunders,**

*President - Florida Atlantic University;*

**Virinder Moudgill,**

*President - Lawrence Technological University;*

**Keith Moo Young,**

*Chancellor of Washington State*

*University – Tri-Cities,*

**Sophia Wisniewska,**

*Chancellor of the University of South*

*Florida at St. Petersburg, and,*

**Denise Trauth,**

*President of Texas State University.*

- **PHILOSOPHY REGARDING PRESIDENTIAL SEARCHES**

The search for a new President must be handled with skill and astute sensitivity. Our consultants are comfortable in this arena and will be able to work effectively with the Search Committee and Board. We view our relationship with you as a partnership and our role as a facilitator of the search process. While we would expect to enhance the pool of candidates and provide meaningful intelligence throughout the process, we recognize that decisions regarding selection of short list and final candidates reside solely with you. We believe that our record of successfully completed searches reflects our ability to engender consensus through constructive interaction with the Committees with which we have worked.

## CONSULTANT RESPONSIBLE FOR THIS SEARCH

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It is our practice to assign those individuals to a project that have the greatest experience and knowledge to contribute to the assignment. In this instance, **Bill Funk**, our President, will personally lead this search. It will be Mr. Funk and his team who will meet personally with the Search Committee and Board and who will directly contact and interact with the candidates.

**Mr. Funk** holds a Master of Arts degree in Government from Ohio University and a Master of Science degree in Industrial Relations from the Krannert School of Management at Purdue University.

Mr. Funk is the best known and most widely respected search consultant serving higher education. He has been called the “**guru of higher education recruiting**” by *The Chronicle of Higher Education* and is listed as one of the 200 best executive recruiters in the world in *The Global 200 Executive Recruiters: An Essential Guide to the Best Recruiters in the United States, Europe, Asia, and Latin America* (Jossey-Bass, Inc).

Mr. Funk has conducted more than 350 searches for college and university Presidents and Chancellors. Among the approximately 70 currently sitting Presidents he has recruited are many of the nation’s most admired and respected university executives, including, among many others: David Skorton at Cornell University; Teresa Sullivan at the University of Virginia; Carol Folt (Chancellor-elect) at UNC Chapel Hill; Donna Shalala at the University of Miami; Bud Peterson at Georgia Tech; Michael Young at the University of Washington; Nancy Cantor at Syracuse University; Mitch Daniels at Purdue University; Bernadette Gray-Little at the University of Kansas; Scott Cowen at Tulane University; and, Max Nikias at the University of Southern California.

He is a frequent speaker to higher education associations and executives and is a much-sought contributor to leading higher education journals and periodicals. Mr. Funk was a featured speaker at the Association of Governing Boards (AGB) Annual Meeting in Phoenix. His topic was ‘College and University Presidential Searches.’ His article – “A Presidential Search is Opportunity Knocking” - in the September/October 2005 *Trusteeship Magazine* has become a must read for Boards contemplating a transition in leadership. Mr. Funk was a featured panelist at *The Chronicle of Higher Education’s* “Leadership Forum” in Washington, DC in June 2009. He was a featured speaker at the American Council on Education’s (ACE’s) “*Women’s Leadership Development Seminar*” in Miami in October 2009 and in Dallas in April 2010 and April 2012.



Prior to founding his own firm, Mr. Funk was the National Practice Leader of the Education Practice and Office Managing Director of the Dallas Office for Korn/Ferry International for 14 years. A number of articles featuring Mr. Funk, from various national publications, can be found on our firm's website at ([www.rwilliamfunk.com](http://www.rwilliamfunk.com)).

Mr. Funk will be assisted in the search by an experienced team that has worked with him on numerous President searches. Members of this team include **Tyler Funk** and **Kayla O'Rourke**. Tyler most recently assisted in the successful search for the new Chancellor of Washington State University – Tri Cities, along with multiple dean searches at Florida Atlantic University, TCU, Cleveland State University, and Ohio University. Kayla most recently has completed searches for VP's and Deans at Bowling Green State University.

**Krishna Creal** is Mr. Funk's Personal Assistant and has handled the administrative and scheduling aspects of his President searches for more than 15 years. Ms. Creal will be responsible for our password-protected 'Client Center' that will provide the Committee with materials on all active candidates and continually updated logs. She will assist with the coordination of Search Committee meetings on Mr. Funk's behalf and will work with candidates to schedule visits, obtain directed references, and coordinate lexis/nexis/google background checks on "short list" candidates.

Our consultants are assisted in their searches by an experienced team. In addition to these specific individuals, our Research Section will conduct intensive research for this assignment under the guidance of Mr. Funk. Our Finance Department will provide you with accurate and informative invoices and will provide appropriate financial interface with your Purchasing personnel.



## SEARCH PHILOSOPHY AND PROCESS

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We do not believe in a “formula” approach to President searches. Each institution is different and there may be traditions and precedents that need to be honored when organizing and executing the search process.

The first essential step is for us to meet with you to gain an in-depth understanding of the career experiences, personal attributes, managerial, and administrative philosophies the university and Board seek in candidates. This discussion — together with frequent, ongoing communication and ready availability to the Search Committee — provides the foundation for a successful search.

Other steps in a typical process are:

### ■ RESEARCH

- Obtain additional information about Florida Atlantic University and what the Board and Search Committee are looking for in their new President.
- At the request of the Search Committee, assist in preparation and submission of ad copy for publication in *The Chronicle of Higher Education*, *Diverse Issues in Higher Education*, *The Hispanic Outlook in Higher Education*, *Women in Higher Education* and/or other publications as appropriate.
- Identify prospects utilizing:
  - The Search Committee and the contacts of each member.
  - Suggestions generated by source letters and telephone calls to individuals we know and respect in the field.
  - Our proprietary files.
  - Suggestions by appropriate members of our staff.
  - Original research conducted by our firm under the direction of Mr. Funk.

■ RECORD KEEPING

- Work with you to assure that acknowledgment letters and other correspondence to applicants, nominators, and nominees are handled expeditiously.
- Set-up and maintain files on a FAU-dedicated, password protected website maintained by our firm. Every 'active candidate's' resume is immediately available to members of the Search Committee 24/7. A master log reflecting all nominees, nominators, and the status of each nominee is updated weekly and is also available on the website.

■ REVIEW MEETINGS

- After initial screening and outreach activities, meet with the client to review candidate files to reach a workable panel of approximately 10 -15 candidates.
- Meet with client after completion of preliminary referencing on above candidates to enable it to select those candidates to be interviewed by the Search Committee off-site.
- Coordination of interviews of internal (if any) and external prospects.
- After these interviews, we will work with the client to decide which final three to five candidates will be invited to interview with the full Board.

■ VERIFY EDUCATIONAL CREDENTIALS, AND EXAMINE PUBLIC DATABASES

- Before the Search Committee meets any candidate in person, we will have verified all educational degrees.
- We will also provide the Search Committee with Lexis/Nexis reports on all "short list" candidates (usually 10 to 15) after the Committee distills the pool to this working list of most attractive candidates. These reports provide insight into why the candidate is being written about and gives information about honors or controversies related to the candidate.

■ FACILITATING YOUR INTERVIEWS

- Schedule interview visits with candidates according to your availability.
- Coordinate flights and other travel arrangements.
- Debrief each candidate about his/her reactions to the interview visit.
- Screen and reimburse candidates for out-of-pocket expenses.

■ FINAL REFERENCING ON CANDIDATE OF CHOICE

- For the one to four 'final' candidates, we typically coordinate the obtaining of a credit/financial background check and a litigation background check. This report is obtained from a credible, third party who does these kinds of checks. In the past, we have utilized the services of 'Fidelifacts.'
- We will also assist the Search Committee in making non-directed references of the one or two leading candidates.
- The Search Committee can of course do additional checks it may deem appropriate.

■ ASSISTANCE IN OFFER, ACCEPTANCE, AND PRE-EMPLOYMENT PROCESS

## PROFESSIONAL FEES AND EXPENSES

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Consistent with the standards of the executive search profession, R. William Funk & Associates works only on a retainer basis. Our retainer is typically one-third (33 and 1/3 percent) of the estimated annual salary of the executive being hired, plus expenses. **Reflecting our sincere interest in working with you on this important project, and in recognition of our past client relationship, we propose a significantly reduced "fixed fee" of \$90,000 plus expenses .**

Expenses include direct, out-of-pocket expenditures (consultant travel, lodging, and related expenses) incurred on the institution's behalf, as well as administrative and support expenses (10% of the retainer). Out-of-pocket expenses are largely dependent on how many trips our consultant makes to meet with the Search Committee or to visit personally with prospective candidates. The University will be billed for these expenses as incurred on a monthly basis.

It is our practice to bill the estimated fee in three installments at the first, second, and third months of the engagement. We will bill accrued expenses monthly until the engagement is successfully concluded.

**OUR COMMITMENT TO  
FLORIDA ATLANTIC UNIVERSITY**

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If for any reason, the candidate selected to be the next President of Florida Atlantic University leaves the position in less than two years — for whatever reason — we will re-do the search for no additional retainer; charging you only for out-of-pocket and allocated expenses.

## REFERENCES

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The following individuals have been recent clients, candidates, or successful placements of Mr. Funk. They know the quality of our work and can speak to our abilities.

- Blake Chatelain  
Chair, President Search Committee  
Louisiana State University  
Baton Rouge, Louisiana  
(Blake was the Chair of the President Search Committee at LSU, a search we successfully completed within the past several months).  
860-486-2337
  
- Larry Walker  
Chair, President Search Committee  
University of Georgia  
Athens, Georgia  
(Larry was the Chair of the President Search Committee at UGA with which we worked earlier this year).  
478-987-1415
  
- Frank Biafora  
Chair, Regional Chancellor Search Committee  
University of South Florida - St. Petersburg  
St. Petersburg, Florida  
727-873-4292