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## Global Pandemic Endows Universities With Big Challenges in the Hunt for New Leaders



Leadership roles in today's colleges and universities have become increasingly demanding and complex. Senior academic leaders must balance the needs of numerous constituents—needs that require a cross section of skills far beyond the traditional set of scholarly and research accomplishments.

Those who lead today's universities are CEOs of publicly scrutinized institutions with requirements to fundraise, balance budgets and satisfy numerous demands with scant resources, according to **Russell Reynolds Associates**. "They compete for students, for faculty and staff members, and for rankings," the search firm said. "Perhaps unsurprisingly, the average length of tenure in these roles is decreasing, and there is a growing need to attract and retain quality talent that can adjust to the unique challenges and aspirations of each educational institution."

According to Russell Reynolds, while the senior leaders at colleges and universities contend with these expanded challenges, there is also growing demand for professional endowment leadership at many of these institutions, as pressure from today's capital markets makes meeting target investment returns increasingly difficult. Complicated times demand complex leaders, say recruiters who specialize in the field.

### Driving Consensus

One executive search firm with a highly regarded higher education practice can be found at Russell Reynolds Associates. Its global higher education practice is composed of a cadre of former senior university officers, tenured professors and professional university staff, along with traditional business leaders, who work together to guide search committees through an orderly, transparent and thoughtful search process to fulfill key leadership positions. The firm works collaboratively with large search committees of trustees,

faculty, staff and students, balancing divergent interests while driving understanding and consensus.

Change, of course, is never easy. "Contemplating leaving one institution you love for another you may not know can be especially hard," said Brian Casey, president of **DePauw University**. "I was fortunate that Russell Reynolds Associates guided me through the search with a gentle hand and provided me with information, wisdom and respect. I remain grateful for the opportunities they showed me and the help they offered me during the search and during my transition."

Brian Mitchell, president of **Bucknell University**, found the executives search process "comprehensive, competent, careful," which, he said, "enhanced the pool and brought to the university an outstanding choice in Michael Snyder as our new provost. Russell Reynolds Associates understood its role and the importance of this search to us and behaved accordingly."

### BY THE NUMBERS

#### COVID-19 Impact

Carney Sandoe & Associates has launched  
**26 searches...**

...since the COVID-19 outbreak began in March

From refining job descriptions to launching and managing nationwide leadership hunts, recruiters have become trusted partners in what has become one of the fastest growing sectors seeking expert talent. Reduced state funding, rising tuition costs, soaring student debt and decreased federal research funding have all contributed to a dramatic rise in the role search firms are playing in the recruitment of university presidents and chancellors.

Recruiters, say clients, are adept at managing a process that can be fraught with political and financial intrigue as well as the usual amount of educational issues. Like for-profit leadership recruiting, the search for a university president or chancellor can become a laborious process lasting several months to half a year before a candidate is selected. But unlike searches for companies, academic assignments can and often do include the need to satisfy any number of constituencies – and that more than anything can complicate and lengthen the timeline to find the perfect leader.

### Pioneering Recruiters

**Greenwood / Asher & Associates** is one of a small, but growing cadre of major boutique players

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## LEADERSHIP SEARCH

### Isaacson, Miller Assists University of Maryland and Xavier University to Find New Leaders



**Isaacson, Miller** recently assisted in the placement of Darryll J. Pines as the 34th president of the **University of Maryland**. Meanwhile the search firm was also called in by **Xavier University** to find its next president. John Muckle, Gale Merseth and Vijay Saraswat led the search for Maryland while

Jackie Mildner, Leslie McCarthy, and Jenna Sattar Kwiatek are spearheading the assignment for Xavier.

A nationally recognized search firm focused on recruiting transformational leaders for mission-driven organizations, Isaacson, Miller has conducted thousands of placements over more than three decades. More than half of the firm's work has been in academia, involving university presidents, college chancellors and deans. The firm has filled top leadership posts at **Wellesley College**, **Washington State University**, **Miami University**, **Howard University**, **Bowdoin College**, **Dartmouth**, **NYU**, **Virginia State University** and the **University of North Carolina**, among others. John Isaacson founded the firm in 1982.

Isaacson, Miller has approximately 200 employees, two-thirds of whom are search professionals, located in its Boston headquarters. It also has offices in Philadelphia, San Francisco, and Washington, D.C. Almost all of its clients are not-for-profit organizations meeting demands of both mission and market.

serving the higher education leadership needs of colleges and universities. It is a women-owned recruiting firm with a diverse consulting team and extensive experience in executive search, consulting and training for education markets including elementary, secondary, higher education, university systems, campuses and non-profit organizations including associations, service and cultural institutions. The firm is led by Jan Greenwood, president, and partner Betty Turner Asher.

Dr. Greenwood is a pioneer in U.S. higher education, having served as the first woman president of a public four-year and graduate institution in Virginia. She is a licensed psychologist with experience as a psychometrist and with post-doctoral training in group methods. Dr. Greenwood and her team recently placed Gregory Washington as the eighth president of **George Mason University** in Fairfax, VA. This marks the third president the search firm has placed for the school over the past three decades. Greenwood / Asher has a similar track record with the **University of Florida**, where the firm has helped recruit their past three presidents.

### Returning to Full Capacity

While educational institutions of all stripes have seen a steady rise in calls for outside leaders over the past two to three decades, the global pandemic which started this past spring has wrought big changes.

"A significant culture change is underway in higher education as a result of COVID-19 and the utilization of more technology to get work accomplished," said Ms. Greenwood. "Many searches for deans, vice presidents & provosts, and presidents/chancellors historically are accustomed to a search process that has candidates in-person on campuses for final inter-

(cont'd. to page 3)

views typically lasting up to two days and meetings with multiple groups of constituents.” Now, some universities are completing their entire search via Zoom, WebEx, Teams or other technology. But the changes run much deeper than how searches are completed and new leaders are picked.

“COVID-19 has necessitated very conservative budget planning for universities for this summer and fall semester,” Ms. Greenwood said. While many universities are continuing searches for presidents, chancellors, vice presidents, provosts, and deans – considered essential roles – many other positions remain vacant and searches to fill them in some cases are frozen and delayed. Some position freezes, in fact, have been mandated by states and others by university policy.

Once business resumes in full swing, post-COVID-19, academia will have even more reason to hunt down more innovative and adaptable leaders, with “diverse identities at the helm,” said Ms. Greenwood. In demand will be strategic planning leaders who can bring fresh ideas to the table, help rebuild budgets and enrollment, and realign institutions along a new set of best practices. “Although COVID-19 has presented obstacles and uncertainty, higher education remains robust and the searches for new and upcoming leaders will continue,” she noted. In the pandemic’s aftermath, interim leaders will be as important as permanent leaders.

### Frozen Searches

Anniston, AL-based **Higher Education Leadership** offers what it describes as a new model of higher education search. With recruiting consultants from a variety of academic and administrative positions, the firm offers universities and candidates a variety of services: profile development, position advertising, candidate support and recruiting, facilitation of the interview process, as well as complete internet and social-media vetting. Some of the search firm’s clients include **Southeastern Oklahoma State University, Arkansas Tech University, Auburn University at Montgomery,** and the **University of Texas Permian Basin**, among others.

Alan G. Medders, a consultant with the firm, has spent more than 25 years in public and private higher education where held a series of development and advancement roles. He says that beginning in mid-March, with the full outbreak of COVID-19, higher education recruiting came to a standstill. “The searches we were already contracted to begin were put on hold,” he said. Several of those institutions have now contacted the search firm about starting those searches in early fall.

“I anticipate a slower recovery as institutions both public and private wait to see how state funding, fall enrollment, and state health guidelines will be conducted in this environment and how the virus continues to react throughout the population,” said Dr. Medders. One university HR director, he said, recently indicated to him that universities will become much more discerning, strategic, and cost-conscious when it comes to utilizing search firms to fill a role.

“Like many other sectors of the economy, it is going to take two to three years for higher education search to return to full capacity,” said Dr. Medders, who noted the sector could be a leading indicator of the financial health of institutions in general.

## INSIGHT

### New Vision and Fresh Style Often Lead to New College Leadership Searches



Over the past three decades, Macon, GA-based **Myers McRae Executive Search and Consulting** has earned a national reputation for excellence, consistently identifying and recruiting talented leaders for colleges, universities, independent schools and other not-for-profit institutions. Nearly all of its

search professionals have a minimum of 20 years’ experience in higher education. The majority of the firm’s searches have been for presidents, chancellors, provosts, vice presidents, deans and other senior academic and administrative leaders.

So why do schools turn to search firms? “Colleges and universities replace their executive leaders for a myriad of reasons,” said CEO Emily Parker Myers. “As the mission or the direction of the institution significantly changes, a new leader with a different background is often needed to lead the transition. A short tenure for a president usually is the result of a poor fit with the college or university,” she said. “It may be a difference in the president’s vision and the board’s vision, or a leadership style that is not effective within the institution’s culture and organization.”

Presidents can be the proverbial scapegoat of problems that are not directly leadership related, she said. “Except for dismissal involving serious circumstances, a former president can continue to have a significant career in higher education. It is important that they speak honestly about the situation that resulted in their resignation. Social media today leaves no room for evasion of the facts,” she added.

“When conducting a presidential search, it is imperative that we continually listen to our clients so we can understand the vision and expectations that they have for their next executive leader,” Ms. Myers said. “It also is important to learn as much about the culture of the institution as possible. When we present a candidate in a search, we have researched the facts so we can advise the board and search committee as to why this individual is an outstanding prospect for their institution. “In discussing opportunities with every candidate, she noted, “we are truthful about the institution and its needs and vision. Both of those elements are at the foundation of every successful presidential search.”

Los Angeles-based **Shelli Herman and Associates** also focuses on higher education search assignments. The firm has a long roster of clients, including **Otis College of Art and Design, Pacific Northwest College of Art, California Polytechnic State University,** and **University of California, Los Angeles**, among others. “At the senior levels, searches are continuing because these roles are mission critical,” she said. “I do not see any slow down with searches at this level now or in the future.” It is with mid-level searches where she sees the possibility of a stall.

Ms. Herman says she can also “see institutions moving away from using retained executive search and trying things on their own. I also see increased pressure on fees and having longer payment schedules along with the extensive use of technology to facilitate searches.” Recruiting, she said, is going to become increasingly more complicated. “I see the COVID-19 crisis impacting higher education in profound ways, some of which we can see now and others which we will realize over time,” she said. “The certainty here is that the old ways of delivering education and a broader co-curricular student experience will forever look different. Campuses that pivot now and embrace change with both hands will thrive.” (cont’d. to page 4)



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"I look at this from a unique lens," said Cindy Joyce, founder and CEO of Boston-based **Pillar Search**. In addition to serving as an executive search consultant working with nonprofit and higher education organizations, Ms. Joyce teaches at Harvard, Cornell and Suffolk Universities. "Suffice it to say that I have had many discussions and time to reflect on the issues surrounding higher education lately!"

While some colleges and universities may have a hiring freeze on as they try to determine next steps and prepare for the summer and fall semesters, said Ms. Joyce, "many with existing robust remote learning programs are very actively hiring, particularly for areas such as online learning, executive education, and IT." And at many schools with both traditional and with online offerings, hiring is up within the dean of students' office as the student experience has changed, and will continue to change, considerably."

#### Premium on Quality Leadership

Based in Dallas, **R. William Funk & Associates** is one recruiting outfit totally dedicated to higher education leadership. The firm, led by R. William Funk, has conducted more than 400 searches for university and college presidents and chancellors over the last 35 years. It just recently concluded the president search for the **College of Charleston**. Many of the nearly 70 current presidents or chancellors that Mr. Funk has helped recruit lead some of the nation's most respected universities: Michael V. Drake, president of **Ohio State University**; Max Nikias, president of the **University of Southern California**; Carol Folt, chancellor of the **University of North Carolina-Chapel Hill**; Teresa Sullivan, president of the **University of Virginia**; Bernadette Gray-Little, chancellor of the **University of Kansas**; Robert Barchi, president of **Rutgers University**; Mitch Daniels, president of **Purdue University**; James Clements, president of **Clemson University**; and G.P. Peterson, president of **Georgia Tech**.

"While the landscape across higher education has certainly changed and the financial state of affairs is a cause for concern, those things place a premium on quality leadership," Mr. Funk said. "Because of those factors – as well as the age demographics of those in leadership positions – we foresee a similar, if not more active, marketplace in higher education search."

#### LEADERSHIP SEARCH

##### Lindauer Tapped by American University in Bulgaria To Find President



After vetting several national search firms, **American University in Bulgaria** recently retained Boston-based recruitment firm Lindauer to find its next president. Past president Steven Sullivan announced that he will be returning to his full-time teaching position at the school. Recruiters Jill

Lasman and senior consultant Gretchen Dwyer are leading the search for his replacement.

Lindauer serves higher and secondary educational institutions, hospitals, and academic research centers, think tanks, research facilities and foundations, as well as advocacy, public service, social justice and other mission-driven non-profits. The firm has led senior-level searches for **University of North Carolina at Chapel Hill**, **University of Texas at Austin**, **University of Chicago Law School** and **Emory University**, among many others.



# Hunt Scanlon Top 40 Higher Education Search Firms

**Academic Career & Executive Search (ACES)**
[Jennifer Muller](#), Managing Partner

**Academic Search**
[Jay Lemons](#), President

**AGB Search**
[Roderick J. McDavis](#), Managing Principal

**Berkheimer Clayton**
[Betsy Berkeheimer-Credaire/Fred Clayton](#), President & CEO/Chairman

**Boston Search Group**
[Clark Waterfall](#), Managing Director

**Boyden**
[Alun Parry](#), Managing Partner

**Bridge Partners**
[Tory Clarke](#), Co-Founder & Partner

**Brigham Hill Consultancy**
[L. Lincoln Eldridge](#), President

**Buffkin/Baker**
[Martin Baker](#), Managing Partner

**Caldwell**
[Heather Ring](#), Partner

**Carney Sandoe & Associates**
[Devereaux McClatchey](#), President

**CarterBaldwin Executive Search**
[Bill Peterson](#), Partner

**DHR International**
[James Abruzzo](#), Managing Partner

**Diversified Search**
[Shelly Weiss Storbeck](#), Executive Managing Director

**Egon Zehnder**
[Neil Hindle](#), Senior Advisor

**Gold Hill Associates**
[Preston Pulliams](#), President/CEO

**Greenwood/Asher Associates**
[Jan Greenwood/Betty Turner Asher](#), Partners

**Haley Associates**
[Katherine Haley](#), President

**Heidrick & Struggles**
[Joseph C. Haberman](#), Managing Partner

**Higher Education Leadership Search (HELS)**
[Alan Medders](#), Search Consultant

**Isaacson Miller**
[Vivian Brocard](#), President

**Korn Ferry**
[Jodi Weiss](#), Practice Leader, Non-Profit & Higher Education

**Koya Leadership Partners**
[Katie Bouton](#), Founder & CEO

**Leaders International Executive Search**
[Tony Kirschner](#), Partner

**Lindauer**
[Deb Taft](#), CEO

**Myers McRae**
[Emily Parker Myers](#), President & CEO

**Parker Executive Search**
[Laurie C. Wilder](#), President

**Pauly Group**
[Angela Provart](#), President

**The Phelps Group**
[Valerie Phelps](#), Founding Partner

**Pillar Search**
[Cindy Joyce](#), Founder & CEO

**R. William Funk & Associates**
[Bill Funk](#), President

**R.H. Perry & Associates**
[Paul G. Doeg](#), President

**Russell Reynolds Associates**
[Charles Falcone](#), Managing Director

**Sage Search Partners**
[Paula Fazli](#), Managing Partner

**Shelli Herman & Associates, Inc.**
[Shelli Herman](#), President

**Spelman Johnson**
[Ellen T. Heffernan](#), President

**Spencer Stuart**
[Michele E. Haertel](#), Managing Partner

**Summit Search Solutions**
[Carrie Coward](#), President

**WittKieffer**
[Robin Mamlet/Zachary A. Smith](#), Managing Partners

**ZRG**
[Diane Charness](#), Managing Director

## SPOTLIGHT

## Recruiting College Presidents During the Pandemic



Many industries have experienced delays and pauses in current searches, but Jay Lemons, president of **Academic Search**, claims that he has noticed only a slight delay in higher education searches. Mr. Lemons says, in fact, that demand for college and university presidents is at an all-time high. Here are his expectations for the overall sector beyond the pandemic.

#### How has executive recruiting for the higher education sector been impacted by the coronavirus pandemic?

Academic Search has had only a small number of campuses delay searches. Like our campus colleagues who have moved to online instruction, we have migrated most search activity to the medium of videoconferencing. Almost every aspect of the search process is now completed via technology. Many semifinalist interviews were moving to video before the current circumstances. Our team transitioned quickly from being proficient with video technology to becoming experts in its use. Like our campuses, we had to adjust our thinking to ensure security and confidentiality with this new medium.

#### Has the pandemic increased the need for strong leadership at the college/university level?

I would assert that the demands on college and university presidents and other leaders are greater today than any time since the Great Depression. Colleges and universities have had exceptional leaders for generations. That has not and will not change. While the pandemic has increased the pressure on leaders in higher education, the need for courageous and bold leadership has never been greater. There is also an urgent need to find ways to support, nourish, and encourage leaders. Honest and candid relationships with boards coupled with realistic expectations, disciplined thought and action, and support through the engagement of coaches are all critical for presidential success during these tough times.

#### What do you see going forward beyond the pandemic?

Beyond the pandemic, it is no secret that demographic challenges are coming in higher education. For years, campuses around the country have been preparing for significant drops in undergraduate student enrollment in many parts of the country. Many campuses have developed online platforms, established international campuses, added new academic programs, created stacked credentials, and worked to be responsive to local labor market needs. Leaders have responded to these changes while search firms have helped campuses understand their needs and to seek out leaders who can help their institutions survive and hopefully thrive in the years ahead. The immediate fiscal challenges confronting campuses will be daunting. Many public institutions have not returned to pre-2008 funding and the pressures on most private colleges and universities have been tremendous for years. Institutions have already reacted

with pay reductions, furloughs, and layoffs. Leadership will need to navigate these roiling waters. The pandemic may hasten the realignment of institutions through affiliations, mergers, or sadly, even closures. The runway that some institutions had for making changes may now be shortened by the pandemic. Talented leadership is still a must. The search for and recruitment of exceptional leaders will remain the critical function search organizations provide.

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*“Beyond the pandemic, it is no secret that demographic challenges are coming in higher education. For years, campuses around the country have been preparing for significant drops in undergraduate student enrollment in many parts of the country.”*

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#### How are universities responding?

There is great stress in higher education that is impacting both public and private institutions. The impacts remain unclear for fall 2020 enrollments, but the fiscal pain is real for all institutions. I anticipate the pain from the economic impact of the COVID-19 crisis to persist for several years. Institutions were already preparing for a demographic trough that begins in the second half of the decade, so this combination of events projects to an extended period of challenge for our colleges and universities.

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*“While the pandemic has increased the pressure on leaders in higher education, the need for courageous and bold leadership has never been greater.”*

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#### What challenges did you encounter when completing assignments for clients during the global pandemic?

Adaptability and innovation were key for spring 2020 searches and we all learned that searches could be done from stem to stern virtually. Similarly, campuses were consumed beginning in mid-March by the transition to on-line instruction and virtual commencements. These have caused a slowdown in search activity that is only now beginning to show some more activity.

#### What do you see moving forward?

The one certainty about the future, in my judgment, is that the need for gifted leaders is greater today than ever. Great leaders will bring campuses together to adapt, to innovate and to thrive.

## The Rise of Diversity Officers at Universities

The role of chief diversity officer is expanding at universities. It has become one of the most important positions for shaping the vision, culture and very face of institutions of higher learning from coast to coast. It is also increasingly becoming a cabinet-level job, according to executive recruiters, with a broad range of responsibilities beyond that of most administrators. In turn, executive search firms have become valuable partners to colleges in finding the right talent for the role.

Just recently, **WittKieffer** placed Franklin A. Tuitt as vice president and chief diversity officer of the **University of Connecticut**. Consultant Charlene Aguilar and associate Christine Pendleton led the assignment. Mr. Tuitt has been a faculty member at the **University of Denver** since 2004 and served as chief diversity officer from 2015-19.

"This is an essential position for any university, but especially for a great public university seeking to ensure a welcoming and vibrant intellectual environment for all of our students, faculty and staff," said Thomas Katsouleas, president of UConn. "Reporting directly to me, Frank will serve as the university's main strategist for efforts to define, assess and promote diversity, inclusion and opportunity at UConn and UConn Health. The value of diversity to a university cannot be overstated, but nor can it be merely an objective often discussed but never achieved."

WittKieffer also recruited Carol E. Henderson as vice provost for diversity and inclusion, and first chief diversity officer and advisor to the president at **Emory University**. Consultants Oliver B. Tomlin and Jennifer G. Bauer led the search. "Carol Henderson is a widely recognized leader in promoting diversity, equity and inclusion in academia, and in communicating a deeper understanding of what it means to embrace these values," said Emory University president Claire E. Sterk. "Her insight, inspiration and vision will reinforce our history and strong foundation in these areas and provide a springboard for our future."

Meanwhile, **Koya Leadership Partners** recently placed Michael Dixon as chief inclusion and diversity officer of **Susquehanna University** following a nationwide search. Principal Mo Lashendock led the assignment along with consultant Josyanne Roche. Koya was looking for a visionary leader with proven experience in leading diversity and inclusion initiatives Mr. Dixon fit that bill. He previously served as chief diversity officer and director of intercultural services at Manchester University.

"Inclusive excellence, intercultural competence and global citizenship are critically important guiding principles for Susquehanna, and they are the most important values we can cultivate among our students and colleagues as we encounter an increasingly challenging cultural environment," said Jonathan D. Green, president of Susquehanna University. "I look forward to welcoming Michael to our community and to working with him to promote a welcoming environment for all, on and off campus."

**Harvard University**, the oldest college in the U.S., recently used **Isaacson, Miller** to recruit

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The stakes couldn't be higher, and the choices we make for leaders in higher education have implications for everybody.

These positions demand our best and brightest, not leaders who get caught up in short term solutions, but dig deeper. We need strategic leaders and managers with the vision to look into the future, face the coming challenges head on, and inspire those around them with both courage and creativity.

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Lisa Coleman as its chief diversity and inclusion officer. This is a new position for the school. Partners Keight Tucker Kennedy and Ponneh Varho led the search along with senior associate Sonia Gomez.

Ms. Coleman, who has served in a similar capacity at **Tufts University** for the past three years, also will hold the title of special assistant to the president and will be responsible for developing a strategic approach and the supporting programs and platforms for promoting diversity across campus.

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*"Executive search firms have  
become valuable partners to colleges in  
finding the right talent for the role."*

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**Michigan State University (MSU)** and the **University of Massachusetts at Amherst** also recently called in Isaacson, Miller to help find chief diversity officers. Leading the Michigan State assignment is partner Rebecca Kennedy, along with senior associate Alycia Johnson and associate Sydney Giller. Leading the UMass search is partner Monroe "Bud" Moseley, along with senior associate Chloë Kanas and associate Jenna Sattar Kwiatek.

West Hartford, Conn.-based **Academic Career & Executive Search** was recently selected by the **University of Pittsburgh at Bradford**, a regional campus of the University of Pittsburgh, to lead the search for the school's first chief diversity and inclusion officer. Managing partner Jennifer Muller is leading the assignment. "In this inaugural role, a pioneering spirit will serve the founding chief diversity and inclusion officer well as they develop, nurture and strengthen an inclusive, equitable, safe and culturally responsive and supportive environment for all students, faculty and staff," said the search firm.

Academic Career & Executive Search has served in virtually every capacity in higher education including president, vice president, provost, dean, chief human research officer and faculty members across all types and sizes of institutions.

**Greenwood/Asher & Associates**, a Miramar Beach, FL-based executive recruitment firm, has been enlisted to find a chief diversity officer for the **University of Delaware**. Jan Greenwood, president of the firm, and Marion Frenche, practice leader for diversity, equity and inclusion, are leading the assignment.

The University of Delaware seeks a seasoned academic administrator to provide innovative, progressive leadership, said the search firm. The chief diversity officer will be charged with leading the university community efforts to build an environment of inclusive excellence. "The chief diversity officer will be a leader, adviser, advocate, catalyst for change and institutional resource focused on infusing diversity, equity and inclusion into all programs and activities, tracking progress toward these goals and communicating progress to an engaged community," said the recruitment firm.



## Sage Search Partners Fills Posts for Tulane and UCLA

**Sage Search Partners**, which specializes in higher education and non-profit institutions, has made two key placements that will help the firm's clients address equity issues as well as the financial constraints of students, which is of particular concern during the current economic crisis as well as the Black Lives Matter movement.

Marvin Smith will join **UCLA's Division of Enrollment Management** as executive director for financial aid and scholarships. And Paula Booke becomes director for the **Center for Academic Equity at Newcomb-Tulane College**. Paula Hurley Fazli, co-founder and managing partner of Sage Search Partners, spearheaded both assignments.

Mr. Smith, who starts his new role this summer, brings 30 years of financial aid and administrative experience to UCLA. He currently serves as executive director of student financial services at **Indiana University-Purdue University Indianapolis**, a leading urban research university where students can earn degrees from either Indiana or Purdue.

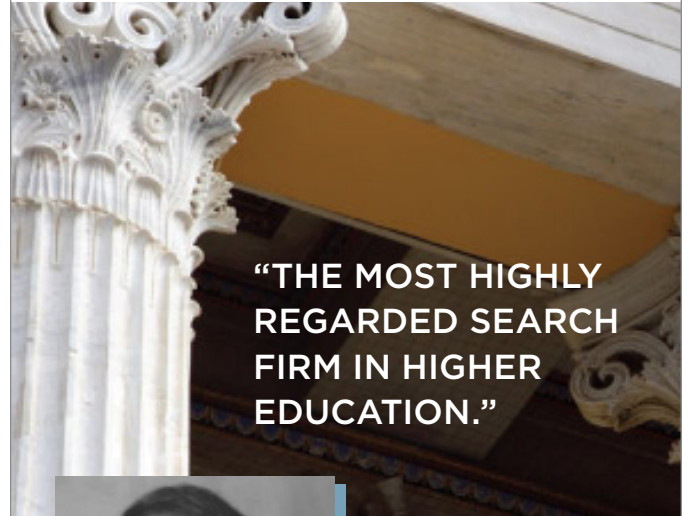
### A National Search

"Mr. Smith shares our values and commitment to providing access, equity and support for highly qualified students from all communities," said Youlonda Copeland Morgan, vice provost of enrollment management at UCLA. "After an extensive national search, I am excited that Mr. Smith is bringing his expertise to UCLA."

Mr. Smith will help lead efforts to support UCLA's enrollment management goals by strategically deploying financial aid resources to increase access, equity and student success, said UCLA. He will be responsible for strategic oversight of FAS policies and procedures and will manage an annual campus-wide financial aid budget of \$1 billion.

Dr. Booke, meanwhile, is associate director of the Center for Academic Equity and director of the Newcomb-Tulane Summer Experience at Tulane University. She will begin her new responsibilities on July 1. The Center for Academic Equity supports undergraduate students of color, first generation and LGBTQ students at Tulane.

Sage Search Partners is a national executive search firm which helps mission-driven organizations succeed through the recruitment and development of talent for a wide range of leadership positions. The firm's clients have included: **Harvard University, MIT, Stanford University, Wellesley College**, and **University of Chicago**. Ms. Fazli co-founded and has co-led Sage Search Partners since 1999, following six years as vice president of a boutique executive search firm. She has partnered with hundreds of higher education institutions, not-for-profit organizations, and foundations to recruit exceptional individuals for a range of leadership positions in academic affairs, student affairs, enrollment management, administration and finance, human resources, research administration, and institutional planning.



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*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."*

*- The Chronicle of Higher Education*

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.

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## Higher Education Recruiting in the News

### Parker Executive Search Finds Next President for the University of Wyoming



Atlanta-based **Parker Executive Search** has assisted the **University of Wyoming** in the recruitment Edward Seidel as the school's 28th president. Laura Wilder, the search firm's president, led the assignment along with vice president of higher education Porsha Williams.

Dr. Seidel was previously vice president for economic development and innovation for the **University of Illinois System**. Parker Executive Search conducts executive searches for corporations, colleges and universities and collegiate athletics. The firm has a wide range of client schools, including **Notre Dame**, **Dartmouth**, the **University of Chicago**, **Iowa State**, **Fordham**, **University of Central Florida**, among many others. Ms. Wilder is responsible for the strategic leadership and day-to-day operations of the search firm. She has been with the firm for 19 years and is responsible for leading the development and delivery of recruiting strategies and best practices across its core practice areas.

### Spencer Stuart Recruits President for Bryant University

After an extensive national search, **Spencer Stuart** placed Ross Gittell, chancellor of the Community College System of New Hampshire, as the eighth president of 157-year-old **Bryant University** in Rhode Island. He will succeed Ronald K. Machtley, who has held the job since 1996. Spencer Stuart's education practice has conducted more than 300 senior-level executive and board searches over the past five years. Ninety-six percent of the firm's executive search placements in academia and research in the past five years are still in their roles today, said the placement firm.



### Naval Postgraduate School Taps Reffett Associates to Find New Provost



**Reffett Associates** has been selected by the **Naval Postgraduate School** to assist with its search for a next provost. The assignment is being led by William Reffett, managing partner and founder, and Marshall Reffett, managing director. "We are pleased to have been selected

by the provost search committee to work with the NPS to assist them in their search," said Mr. Reffett. "This is a dynamic graduate education university that has a wonderful reputation in the fields of both basic and applied research, as well as international studies. We are confident that we will be able to attract a deep group of educational leaders from the research, scientific and education communities."



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## More Higher Education Recruiting in the News

### Heidrick & Struggles Seeking Provost for Georgia Tech



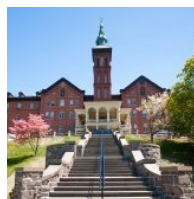
Jackie Zavitz and Ellen Landers of **Heidrick & Struggles** have been retained by the **Georgia Institute of Technology** to lead the school's search for a new provost and executive vice president for academic affairs. Georgia Tech recently said the search is moving forward with some accommodation for the logistical challenges imposed by the ongoing coronavirus pandemic. Georgia Tech seeks as its provost an innovative and creative academic leader who will promote continued excellence and innovation for the institute and is deeply committed to inclusion, supporting diversity in all forms, and promoting the well-being of the academic community, said the search firm.

### The Pauly Group Places First Female and African American President at Kellogg Community College

The **Pauly Group**, an academic executive search firm, has recruited Adrien L. Bennings as the sixth president of **Kellogg Community College** in Battle Creek, MI. She becomes the first female and African American president at the school, replacing Mark O'Connell, who has held the role since 2015. Dr. Bennings was selected from a pool of 54 candidates. The Pauly Group is a leading academic search consulting firm focused on community and technical colleges.



### College of Mount Saint Vincent Taps RH Perry & Associates for President Search



Asheville, NC-based **RH Perry & Associates** has been chosen to find the next president for the **College of Mount Saint Vincent** in Riverdale, NY. Managing partner Matthew Kilcoyne and senior consultant Kathy Krendl are spearheading the assignment. Last

summer, Charles L. Flynn Jr. announced that he would be stepping down after 20 years in the role of the school's president. The College of Mount Saint Vincent originally intended to bring candidates to the campus this spring. "Considering the pandemic, it will be necessary to conduct those on campus meetings early in the fall," said Steven Hayes, chair of the board of trustees. "We are working with Matt and Kathy at RH Perry to develop ways to engage the continuing candidates and to get to know them better over the next few months." RH Perry has completed well over 1,000 searches since its founding in 1974. Its higher education practice consists of senior-level executives with a well-balanced mix of college and university presidential and senior administrative experience and executive search expertise.