



R. WILLIAM FUNK
AND ASSOCIATES

PERSONAL & CONFIDENTIAL

January 4, 2012

Edison State College
Attn: Pam Fairfax
Royal Palm Hall, Building N, Room 120
8099 College Parkway
Fort Myers, FL 33919

Dear Ms. Fairfax:

We at **R. William Funk & Associates** are pleased to submit the enclosed Proposal to assist **Edison State College** recruit a new **President**. We would welcome the opportunity to work with you on this important project.

While our Proposal provides encompassing information about our firm, it might be helpful to highlight several advantages we feel we would bring to your search.

■ **Leading University President and Chancellor Recruiting Firm**

In just the past 36 months, we have recruited new leaders to the University of Washington, University of North Carolina at Chapel Hill, University of Virginia, Georgia Tech, University of Southern California (USC), University of Kansas, University of Oregon, University of Minnesota, Florida Atlantic University, Indiana State University, LSU, University of Houston and others.

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." Other notable institutions for which we have recruited Presidents in the past three years include: University of California System; University of North Carolina System; University of South Carolina; University of Houston at Victoria, and University System of Georgia, among others. (A complete listing of sitting university Presidents and Chancellors we have recruited can be found at www.rwilliamfunk.com).

We would welcome the opportunity to utilize our experience in recruiting Presidents and Chancellors to the benefit of Edison State College.

■ **Knowledge of Florida's Higher Education System**

Our firm has had the opportunity to work on many senior-level public higher education executive searches in Florida over the years. We have conducted President searches for Florida State University, University of Florida, University of West

Florida, and Florida Atlantic University. We also had the pleasure of recruiting Frank Brogan to the Chancellor position with the Florida Board of Regents.

These and other projects have given us a thorough understanding of the Florida Sunshine and Open Meeting Laws. This experience has also provided us with the ability to be an informed steward of Edison State and allows us to educate prospective candidates about the higher education system within Florida.

■ **Unparalleled Record of Recruiting Women and Minority Presidents/Chancellors**

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.

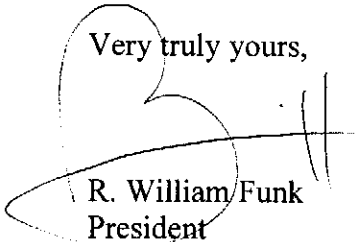
As a reflection of our commitment to diversity, Mr. Funk and his team have assisted in recruiting the following sitting minority and women Presidents and Chancellors are:

Terry Sullivan, President of the University of Virginia; Bernadette Gray-Little, Chancellor of the University of Kansas; Donna Shalala, President of the University of Miami; France Cordova, President of Purdue University; Ann Hart, President of Temple University; Linda Hanson, President of Hamline University; Angel Cabrera, President, Thunderbird, The American Graduate School of International Management; Nancy Cantor, President and Chancellor of Syracuse University; William Flores, President of the University of Houston Downtown Campus; Carol Garrison, President of the University of Alabama at Birmingham; Joanne Glasser, President of Bradley University; Mary Lyons, President of the University of San Diego; Renu Khator, President of the University of Houston; Ricardo Romo, President of the University of Texas at San Antonio; Mary Jane Saunders, President of Florida Atlantic University; and, Denise Trauth, President of Texas State University.

Please call if you have any questions regarding our Proposal, or, if you require additional information. We look forward to hearing from you!

Kind personal regards.

Very truly yours,



R. William Funk
President

Encls.



R. WILLIAM FUNK
AND ASSOCIATES



R. WILLIAM FUNK
AND ASSOCIATES

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EDISON STATE COLLEGE

January 4, 2012

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I.

Overview: R. William Funk & Associates

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, the University of Wisconsin alumni magazine, 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 300 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; Holden Thorp at the University of North Carolina at Chapel Hill; Michael Young at the University of Washington; Nancy Cantor at Syracuse University; France Cordova at Purdue University; Donna Shalala at the University of Miami; Teresa Sullivan at the University of Virginia; Bernadette Gray-Little at the University of Kansas; Patrick Harker at the University of Delaware; Eric Kaler at the University of Minnesota; Max Nikias at the University of Southern California; and, Mark Yudof at the University of California System.

We would welcome the opportunity to work with Edison State College on this important President search and present our Proposal in the following pages.

II.

Our Unique Advantages

We believe that we are unusually qualified to conduct this assignment for Edison State College. Our knowledge of higher education and demonstrated success recruiting leaders to the nation's most important institutions provide 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:

- **Leading University President and Chancellor Recruiting Firm**

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- **Ability to Attract and Retain the Best Candidates**

This President position at Edison State College 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.

- **Philosophy Regarding President 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.

III.

Consultant Responsible for This Search

It is our practice to assign those individuals to a project who have the greatest experience and knowledge to contribute to the assignment. In this instance, Kayla O'Rourke will team with our President, **Bill Funk**, to conduct the search should we be selected.

Ms. O'Rourke has a great deal of experience conducting higher education searches in Florida and has recently and successfully concluded the Dean of Arts search at the University of South Florida. She has been in the executive search field for nearly 20 years and has worked with Mr. Funk for approximately 10 years, both at Korn/Ferry International and R. William Funk & Associates. Ms. O'Rourke has conducted a number of searches at Florida International University and is recognized as a highly respected recruiter of Presidents, Vice Presidents, and Deans.

She holds an undergraduate degree from Hardin Simmons University and an MBA from the University of Texas.

Mr. Funk is headquartered in Dallas and 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.

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 last year's 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 must reading for Boards contemplating a transition in leadership. In the July/August 2006 issue of *Public Purpose* (published by the American Association of State Colleges and Universities), Mr. Funk describes the evolving role of university Presidents in his article "Leadership, Fundraising and the World Beyond Ivy-covered Walls." Mr. Funk was a featured speaker at *The Chronicle of Higher Education's* "Leadership Conference" in Washington, DC, last June.

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).

Ms. O'Rourke and Mr. Funk will be assisted in the search by an experienced team who has worked with them on numerous President searches. **Krishna Creal** is Mr. Funk's Personal Assistant and has handled the administrative and scheduling aspects of his President searches for more than 13 years. Ms. Creal will be responsible for our password-protected 'Client Center' which 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 our consultant's behalf and will work with candidates to schedule visits, obtain directed references, and coordinate lexis/nexis/google background checks on "short list" candidates.

Jonathan Brito, one of our exceptional Senior Associates, will also be assigned to your search team. Mr. Brito is a Theoretical Mathematics graduate of Harvard University and has recently successfully completed searches at Oklahoma State University Institute of Technology, Missouri State University, Ohio University, and Bradley University. Jonathan will be knowledgeable of every aspect of your search and can immediately step in and assist Ms. O'Rourke and Mr. Funk whenever needed.

In addition to these specific individuals, our Research Section will conduct intensive research for this assignment under the guidance of the consultants. Our Finance Department will provide you with accurate and informative invoices and will provide appropriate financial interface with your Purchasing personnel.

IV.

Search Philosophy and Process

Because the needs of Edison State College are unique, there can be no “formula” approach to identifying and attracting the most desirable candidates for this important position. To be successful, we at R. William Funk & Associates must have a close working relationship with the Search Committees and Board.

The first essential step is for us to meet with the Search Committee and Board to gain an in-depth understanding of the career experiences, personal attributes, managerial, and administrative philosophies the university seeks in candidates. These discussions – together with frequent, ongoing communication and ready availability to the Search Committee – provide the foundation for a successful search.

Other steps in the process, which we will be delighted to discuss and embellish upon when we meet in person, are:

■ RESEARCH

- Obtain encompassing information about Edison State College
- At the request of the Search Committee, assist in preparation and submission of ad copy for publication in *The Chronicle of Higher Education*, *Black 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
 - RWFA’s proprietary files
 - Suggestions by appropriate members of the RWFA consulting staff, nationwide

- Original research

■ 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 an Edison State College-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 15 candidates.
- Meet with client after completion of preliminary referencing on above candidates to enable it to select those candidates to be interviewed by RWFA or 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 for campus visits.

■ 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 have conducted Lexis/Nexis runs as a preliminary screen for possible past controversies with which the candidate has been associated.

■ 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 client in making non-directed references of the one or two leading candidates.
- Some of our clients have found it helpful to have members of the Committee visit the home campus of the leading candidate prior to making an offer.
- The Board can of course do additional checks it may deem appropriate.

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

V.

Professional Fees and Expenses

Consistent with the standards of the executive search profession, RWFA works on a retainer basis. Our retainer fee is typically one third (or 33 and 1/3 percent) of the first year's cash compensation paid to the successful candidate. In this instance, we suggest a "fixed retainer" of \$80,000 plus expenses.

We are reimbursed for expenses related to the search. These 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 (12% of the retainer). 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.

VI.

Our Commitment to Edison State College

If for any reason, the candidate selected to be the new President at Edison State College 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.

VII.

References

The following individuals have been clients or successful placements ours. They know the quality of our work and can speak to our abilities.

- Nancy Blosser
Former Board Chair and Chair, President Search Committee
Florida Atlantic University
Boca Raton, Florida
954-290-2628

- Carolyn Roberts
Former Board Chair and Chair of the Chancellor Search Committee
Florida Board of Regents
Tallahassee, Florida
352-351-0011

- Mary Jane Saunders
President
Florida Atlantic University
Boca Raton, Florida
561-297-3450

As noted earlier in the Proposal, we had the pleasure of recruiting Frank Brogan to the Chancellor position at the Florida Board of Governors and you should feel free to ask Mr. Brogan about his experience with our firm.