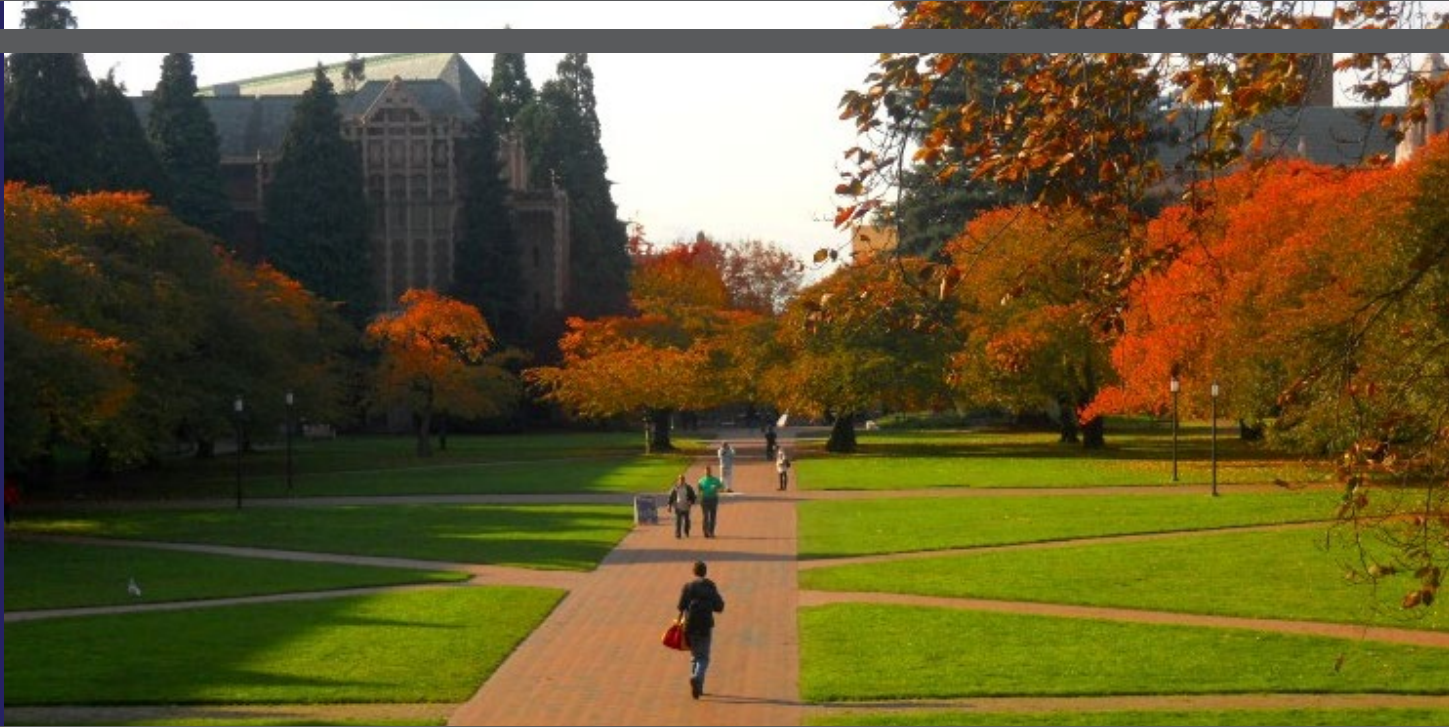


Harris Search Associates

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Harris Search Associates Pilot Program

AcademicSource

A platform to effectively target and recruit
strategic faculty and staff



Executive Summary - Harris Search Associates

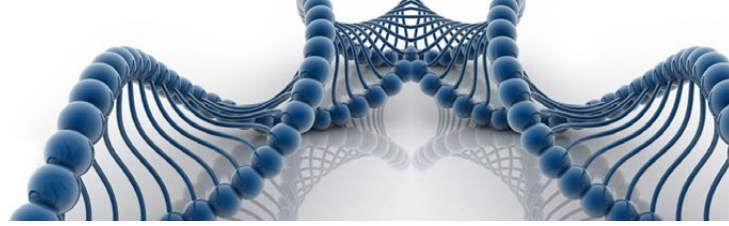


Harris Search Associates, an IIC Partners member firm, is a leading executive search and board advisory firm in the field of higher education, research, and academic medicine with 52 offices in 34 countries worldwide. Our practice is focused on identifying and attracting leaders to support the growth of clients in the areas of research, science, engineering, technology, academic medicine, and other health sciences. Clients include the foremost universities, research parks, institutes, academic medical centers, and commercial organizations driving global innovation and discovery. Based in Columbus Ohio, we have regional offices in Dallas and San Francisco.

Our higher education and academic medicine search practices are highly regarded placing senior academic administrators globally. We are regularly engaged to conduct search assignments that include the identification of the next President, Provost, Chancellor, Dean, Vice President, and other high level academic executives. As a partner and ambassador on behalf of our client, we have a successful track record and a list of well-satisfied clients for review.

A complete list of our consultants as well as our Higher Education and Academic Medicine practice may be viewed at our website: www.harrisandassociates.com



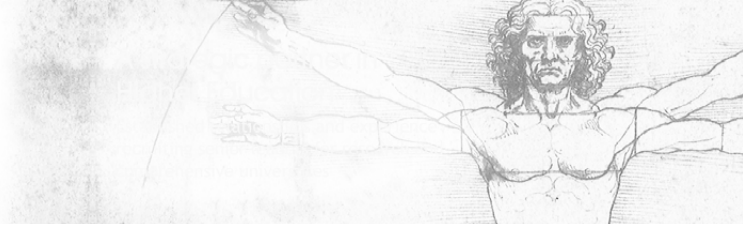


The case for an alternative platform offering

Over the last several years, and with increasing frequency, client institutions have lamented the challenges of identifying and recruiting the next generation of faculty leadership and staff in a strategic, cost-effective manner. These are typically associated with positions that would historically not be budgeted internally to engage a search firm or pay a full search fee, but are vitally important in their own right to a college or department. Positions might include Assistant/Associate Deans, Chairs, faculty hires to raise the profile of a particular program, to start a new center or institute, or as part of a cluster-hire initiative. Or, they might be staff or administrative roles in areas such as in research offices, research compliance, human subjects protection, in finance or technology, etc.

Upon reflection, clients acknowledge that these positions are increasingly left unfilled for extended periods of time, or searches fail because the efforts have been largely rushed together without dedicated internal resources – including adequate staffing, direct and indirect expenses – and, often without a clear strategic plan to ensure their success. The unintended results become additional workload, reduced morale and increased cost to departments, placing extraordinary burdens on organizations already ill-equipped to allocate the necessary time and attention to coordinate an effective recruitment outcome.

Moreover, without a strategic, targeted approach designed to attract the strongest candidates, the time and investment costs resulting from running ads and limited outreach frequently result in candidate pools that are neither robust, well-qualified, or appropriately diverse. And, given that institutions are increasingly resource-constrained, recruiting faculty and administrative leadership in a cost efficient manner has never been at a higher premium.



A potential solution:

AcademicSource - a Harris Search Associates pilot program

In response to the challenges outlined above, and after consultation with a number of our longstanding clients, we are piloting the following program – **AcademicSource** – a hybrid, strategic research, sourcing, and recruitment platform that *unbundles* some aspects of a comprehensive executive search.

This offering will include a clearly outlined process distinguished from our core search practice with defined deliverables and timelines. The platform is *not* a substitute for our comprehensive search process associated with the successful recruitment of Presidents, Provosts, Deans, and Vice Presidents, but will assist select institutions in a cost-effective manner to ensure that robust, diverse pools of intermediate level leadership and subject-matter expert candidates are actively recruited and initially vetted for institutional fit.



The platform will include the strategic research, sourcing and recruitment of target pools for specific positions on a defined project basis or may include an on-going retainer-based approach to develop pools of cluster hires.



Working with members of the search committee and/or internal client liaison, we begin by assisting in the development of an appropriate candidate profile, and devise a proactive national recruitment strategy tailored to the institution's mission. We will then launch a focused recruitment program, proactively seeking out candidates through our internal research, current database of contacts, sources of referral, and our research team's active tracking of emerging leaders as well as international networks. For each project, our strategy will be an active and targeted recruitment process, and will ensure applications include qualified women and ethnic minority individuals as well as all other diverse candidates who might not otherwise apply.

By engaging Harris Search Associates to assist in this effort, additional benefits for our clients will be gained, some of which include:

- Sending a message to the market that our client institution is strictly committed to a clearly defined process of attracting the strongest pool of candidates in a manner that distinguishes the institution and safeguards the appropriate discretion of each candidate, as appropriate;



- Creating a platform to take much of the workload, time, and energy off the committee/department and thereby allowing everyone to more efficiently focus on its core expertise – assessing the diverse pool of vetted candidates and “selling/marketing” the institution to those invited to interview;
- Providing clients access to strategically targeted faculty and administrative candidates to raise the profile of a department or college, build a center/institute or to successfully attract as cluster hires;
- Providing clients access to a secure portal for review of documented candidate materials that maintains an applicant’s confidentiality, is documented/archived to comply with state and federal guidelines, and available to the client’s internal office of Human Resources/Office of Diversity and Inclusion upon request;
- Creating an opportunity for our client to become a market leader in the strategic recruitment of the strongest faculty, administration, and management while elevating the institution and securing it as a first-choice employer for candidates;
- Providing clients the benefit of continually updated, peer institution, competitive intelligence – nationally and internationally contributing to future opportunity to develop enterprise-wide plans around talent acquisition, development, and succession planning to ensure institutional competitiveness.

Considerations and Conclusions

Incumbent upon the success of each project/agreement will be a close association between Harris Search Associates and the client institution. This ensures the continuity and integrity of the process is carried forward upon completion of the research and recruitment work. At the conclusion of each project, we will send a “thank you” message to each significant contact made - including potential candidates and sources of referral, to enhance the client’s reputation as well as to maintain Harris Search Associates’ friendship with its contact base.

Projecting forward, we believe the pilot program will quickly prove mutually beneficial to our clients and our firm. As the strategic partnership evolves, we will be able to invest alongside the client, add members to our research staff to support future projects, continue to develop a deeper institutional knowledge and a rich sense of the unique culture, while creating cost effective economies of scale.

Finally, with the shared experience of an ongoing, successful working relationship, it will be our intent to continue to establish our firm as the executive search partner of choice for future decanal, vice president, and other appropriate level searches.





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