OREGON INSTITUTE OF TECHNOLOGY

PRESIDENT
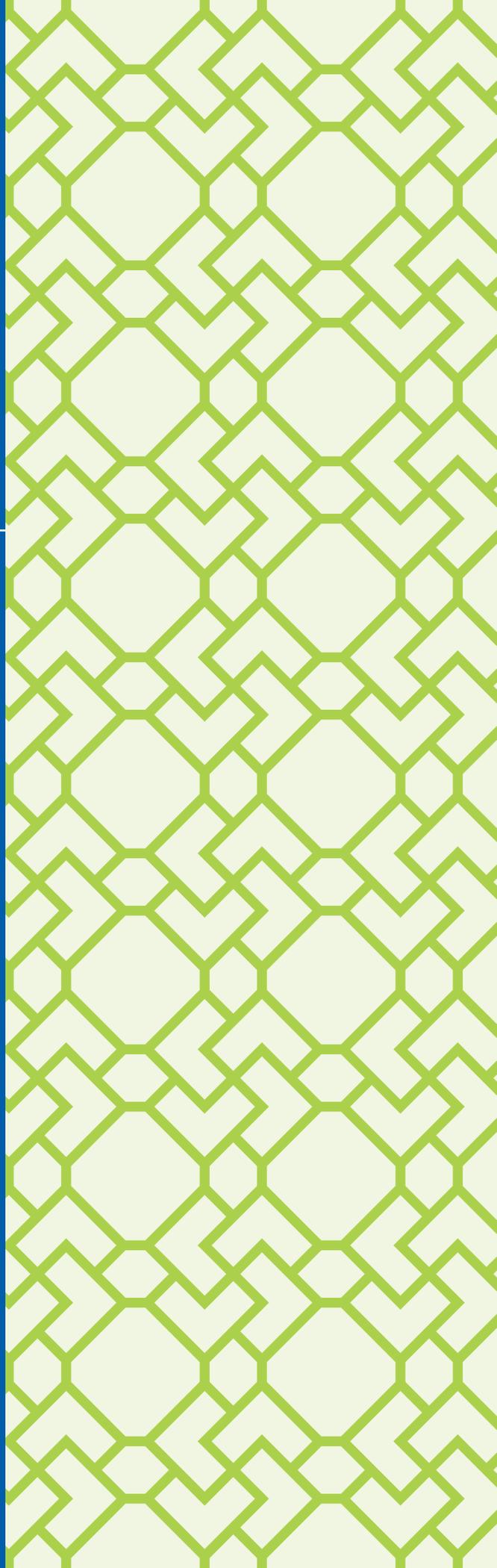
April 29, 2016

Sandra Fox
Project Coordinator
Oregon Institute of Technology

Via email: purchasing@oit.edu

RE: Request for Quotes #2016-10

Dear Ms. Fox:

Thank you for providing Witt/Kieffer with the opportunity to submit a proposal to assist the Oregon Institute of Technology in the recruitment of its next president. We are pleased to enclose information about our firm and to express our interest in talking with you further about how we might assist you in this important process.

The team that we have assembled for your engagement has worked with numerous boards and search committees, and offers experience with the governance structure of public universities in Oregon. I would personally lead the presidential search efforts, including but not limited to acting as your primary point of contact, attending initial assessment and committee meetings, planning and executing recruitment strategies, planning effective committee evaluations process, negotiating compensation packages, and ensuring a successful outcome. I hold a Ph.D. in higher education leadership, and as former associate vice chancellor for development at UC Riverside, I have a deep understanding of the ever-increasing importance of private philanthropy to state institutions. Having worked closely with university presidents throughout my career, I understand the important competencies necessary for today's presidents.

My colleague Ben Haden will partner with me on the search. Before becoming a search consultant, Ben was the internal recruiter for the University of California San Diego and led searches across the UC System. He successfully worked across the campus on various key leadership searches in business affairs and other campus departments with measurable cost savings. In addition, Ben worked with other UC campuses on selected searches, which spawned a revenue-generating HR function for UC San Diego.

I would like to use the remainder of this letter to highlight a few critical points that I believe make Witt/Kieffer the ideal firm to serve Oregon Tech.

Experience and Outcomes

Underscoring Witt/Kieffer's and the proposed team members' depth of experience conducting presidential searches for universities that share a similar profile with Oregon Tech, our success rates far exceed those of all other higher education firms and lead the industry.

For instance, over the last three years, all of our presidential searches concluded with a successful placement, and all of our placements during this span remain in their respective roles — a 100 percent retention rate. Of all Witt/Kieffer presidential placements, the current average tenure

is almost nine years; 95 percent remain in the role after five years. In addition, over the past three years, approximately 50 percent of our presidential placements are diverse, significantly outstripping the most recently published diversity rates from The American College President report by the American Council on Education, which found that approximately 26 percent of college presidents were women and 13 percent were racially or ethnically diverse.

Best Practices and Innovation

In addition to meeting and exceeding the requirements of the Scope of Work section, Witt/Kieffer brings to bear groundbreaking innovation to add additional layers of precision to candidate evaluation and post-hire support. At no additional charge, we will administer psychometric assessments for finalist candidates. Witt/Kieffer has partnered with Hogan Assessment Systems to create a custom higher education report that utilizes the Witt/Kieffer Higher Education Competency Model — a model tailored specifically to higher education leadership — and is powered by Hogan's three industry-leading assessments.

This value-added service offers Oregon Tech numerous benefits that other firms simply cannot accommodate, including but not limited to:

- An additional data point to supplement evaluations and search committee interviews

- Competency scores based on a higher education population comprised of mostly presidents/chancellors

- An interactive debrief session with the search chair and other authorities to interpret the outcomes and discuss implications of the report

- A one-on-one feedback session with the selected candidate, post-hire, to discuss outcomes and address potential development opportunities — a powerful activity to integrate into the university's onboarding process.

Above all, we pledge to offer complete support for the Board of Trustees and Search Committee throughout the engagement and beyond.

We would be happy to answer any questions you may have and talk further with you about our services. Please feel free to contact me directly at (949) 797-3531 or by email zsmith@wittkieffer.com if you have any questions or need additional information or materials. It would be an honor to serve Oregon Tech.

Sincerely,

Zachary A. Smith, Ph.D.
Consultant

A. COMPANY EXPERIENCE IN THESE TYPES OF PROJECTS

Describe your firm's experience in the successful completion of similar searches. Specifically include information on successful presidential searches conducted by your firm in the last five years and note any successful placements of presidents at smaller and/or rural institutions. Please also describe any failed searches for higher education leadership positions during the last five years and the reasons those searches were not successful.

Witt/Kieffer has extensive experience in recruiting presidents, chancellors, provosts, deans, and other senior leaders to academic institutions similar to Oregon Tech. We have deep experience serving the nation's public institutions and have conducted numerous presidential searches for smaller and/or rural colleges/universities. Of presidential/chancellor searches conducted in the last five years, the average student enrollment of the institutions was 7,573. Our presidential/chancellor placements have an almost nine-year average tenure — a testament to our meaningful approach to executive search.

Following is a list of representative presidential/chancellor searches that Witt/Kieffer has conducted in the last five years.

- Alfred University
- American University in Bulgaria
- American University of Sharjah
- Bethany College
- Birmingham-Southern College
- Black Hills State University
- Blessing-Rieman College of Nursing
- Bryn Mawr College
- California State University-Sacramento
- Colorado School of Mines
- Coppin State University
- Cox College
- Dakota State University
- Earlham College
- East Carolina University
- Eastern Oregon University
- Elmhurst College
- Emporia State University
- Felician College
- Fitchburg State University
- Framingham State University
- Franklin College
- Friends University
- Gannon University
- Goucher College
- Guilford College

- Hampden-Sydney College
- Hampshire College
- Illinois College
- Indiana University of Pennsylvania
- Lakeland College
- Lincoln University
- Lindenwood University
- Long Island University Administration
- Loyola Marymount University
- Marquette University
- Mercy College of Ohio
- Millersville University of Pennsylvania
- Murray State University
- Nichols College
- North Carolina Central University
- North Central College
- Northern Michigan University
- Pine Manor College
- Presbyterian College
- Randolph College
- RIT Dubai
- Robert Morris University
- Roosevelt University
- Saint Joseph's University
- Saint Leo University
- South Dakota Board of Regents

- South Dakota State University
- South Dakota School of Mines and Technology
- St. John's College
- St. Mary's College of California
- St. Mary's College of Maryland
- St. Mary's University
- Temple University
- Thomas College
- Towson University
- University of Arkansas at Monticello
- University of Baltimore
- University of Massachusetts Amherst
- University of Minnesota-Morris
- University of New Orleans
- University of North Carolina at Asheville
- University of Richmond
- University of St. Francis
- University of St. Thomas
- University of Texas-Rio Grande Valley
- University of Toledo
- University of Utah
- University of Washington
- University of Wisconsin-Eau Claire
- University of Wisconsin-Oshkosh
- University System of Maryland
- University System of New Hampshire
- Virginia Wesleyan College
- Webb Institute
- Western Oregon University
- Westminster College

Additional Public University/System Presidential Searches

- Alabama A&M University
- Bloomsburg University of Pennsylvania
- California State University-San Marcos
- Clarion University of Pennsylvania
- Fayetteville State University
- Indiana University Kokomo
- Indiana University Northwest
- Mansfield University of Pennsylvania
- Pennsylvania State System of Higher Education
- Pittsburg State University
- Salem State University
- University at Buffalo, SUNY
- University of Connecticut
- University of Tennessee System
- University of Wisconsin-LaCrosse
- Winston-Salem State University

Below are profiles of recent presidential placements at small and/or rural institutions, reflecting a range of educational backgrounds and professional experiences.

Eastern Oregon University

■ Witt/Kieffer placed Thomas Insko as the president of Eastern Oregon University. Prior to his appointment at Eastern Oregon, Mr. Insko had a 20 year career in the private sector at Boise Cascade. An alumnus of Eastern Oregon, Mr. Insko also earned an MBA from The College of William and Mary.

University of Arkansas at Monticello

■ Witt/Kieffer placed Dr. Karla Hughes as the chancellor of the University of Arkansas at Monticello. Dr. Hughes joined UAM after serving as provost at the Louisiana State University System Office and at Morehead State University. Dr. Hughes earned a doctorate in Agriculture from the University of Tennessee-Knoxville and a masters and bachelors from Kansas State University.

Western Oregon University

- Witt/Kieffer placed Dr. Rex Fuller as the president of Western Oregon University. His educational background includes earning a Ph.D. in Economics at the University of Utah. Prior to his appointment as president, Dr. Fuller served as the provost and vice president for academic affairs at Eastern Washington University and as Dean, Hasan School of Business at Colorado State University-Pueblo.

Witt/Kieffer's higher education practice success rate is 98 percent, with the vast majority of incomplete searches attributed to client reorganizations midway through the search process. Over the past three years, our success rate for college/university presidential searches is **100 percent**. In addition, all of the placements during this span are still in their roles — a 100 percent retention rate. The average tenure of all Witt/Kieffer presidential placements is almost nine years, and 95 percent stay in their roles for longer than five years.

B. EXPERIENCE OF STAFF THAT WILL WORK ON THE PROJECT

Provide the names, experience, and credentials of the individuals who will be assigned to this project and on which of the above-indicated projects they specifically worked.

Zachary Smith, consultant, will lead this search and be the primary point of contact throughout. He will be present for all on-site meetings and interviews and be fully accountable for all aspects of the search and all Oregon Tech interactions. Ben Haden, senior associate, will add additional support throughout the duration of the assignment, including but not limited to participating in candidate screening, outreach, referencing, and evaluations. They will be supported by Matthew Danaher, research analyst, and Eden Stroud, administrative assistant.

Zachary A. Smith, Ph.D. is an executive search consultant who joined Witt/Kieffer after a 15-year career in higher education administration. In addition to working extensively with education clients, he also focuses his practice in the healthcare and non-profit industries. Zach conducts nationwide searches for leaders at all levels, with a primary focus on C-suite executives.

Zach has supported and led higher education presidential searches for AAU, research, and regional comprehensive universities. He has also supported executive leadership searches for a broad range of public and private universities and healthcare organizations at the C-suite and middle management levels. With a particular focus on the west coast and Hawai'i, Zach is based in Irvine, CA and works with clients nationwide.

Most recently, Zach served as interim chief development officer and executive vice president for the UCR Foundation, as well as assistant vice chancellor for development at the University of California, Riverside. In his role as chief development officer, he managed a staff of 40 and a $4.4 million budget and served on the vice chancellor for advancement's senior leadership cabinet. As executive vice president for the foundation, he managed committee and sub-committee meetings, foundation issues, and trustee relationships.

Prior to his time at University of California, Riverside, Zach worked in the UC Irvine School of Medicine and was also the senior director of talent management and initiatives for university advancement. He held several roles at the University of Nevada, Las Vegas, including director of development for the School of Dental Medicine and special events manager, Office of the President.

Zach is a frequent presenter at industry events with a focus on leadership development, the search process (from a candidate and client perspective), and general talent management issues.

He is the co-author of *Making the Case for Leadership: Profiles of Chief Advancement Officers in Higher Education*, and has published articles in the *Journal of Leadership and Organization Studies* and the *International Journal of Educational Advancement.*

Education
Ph.D., University of Nevada, Las Vegas
M.S., University of Nevada, Las Vegas
B.S., Boise State University, Boise, ID

Ben Haden, senior associate in the firm's Education practice, has over 15 years of experience in talent management, executive search, business development, and project management in higher education, healthcare, financial services, and technology industries. Ben identifies and recruits presidents, provosts, vice presidents, and deans for both public and private institutions and is based in San Diego, CA.

Prior to joining Witt/Kieffer, Ben was an Executive Recruiter for University of California, San Diego. In this role, he co-established Executive Recruitment Services, a full-service, in-house executive search function servicing UC San Diego, other University of California campuses, and affiliate partners. He worked closely with senior leadership to fully manage executive searches by creating targeted strategies and providing staffing solutions in alignment with business goals.

Before his role with UC San Diego, Ben was the Director of employee recruiting for LPL Financial, one of the nation's leading financial services companies. In addition, he held a lead recruiting role at Scripps Health, a private, non-profit health system in San Diego. Ben currently serves on the board of a San Diego non-profit organization and is bilingual in Spanish with experience working internationally.

Education
B.A., International Studies, Southern Oregon University, Ashland, OR

Presidential searches supported by the consultant team

- California State University-Sacramento
- Colorado School of Mines
- East Carolina University
- Eastern Oregon University
- South Dakota State University
- University of Arkansas at Monticello
- University of Washington
- Western Oregon University

Matthew Danaher will provide research support for your search. Matthew is a senior research analyst and team lead in Witt/Kieffer's Education practice and has been with the firm since 2011. In his role, Matt will assist the team by generating original research in support of developing a candidate identification strategy and identifying potential candidates. Since joining the Research Department in 2013, he has overseen the research for 107 successful searches. Matthew holds a B.A. in Economics and Business Administration from Monmouth College.

Eden Stroud is an administrative assistant in Witt/Kieffer's Education practice. Eden is an expert at tracking and responding to all the applications, nominations, and requests for information that a search entails. An efficient and proven planner, she will coordinate the logistics of the search, including scheduling meetings and travel. Eden joined Witt/Kieffer in 2008 and was a recipient of the firm's Quality Award in 2012.

C. SCOPE OF WORK

Using the Scope of Work as a rough guide, outline a work plan with target dates for beginning and completion of each included task ("Work Plan"). In the Work Plan, provide details regarding the anticipated selection process, such as how your firm can support hiring a candidate on a tight timeline, placement of advertisements, tasks to be performed by the Search Committee with estimates of related time commitments for Search Committee members, and requirements of the Search Committee support staff. In the event of a failed search, or a departure from the position within the first year of employment, outline the process (and additional fees, if any) of conducting another search.

When drafting the Work Plan, please include the timing considerations associated with any other presidential searches your firm is scheduled to conduct during the anticipated term of the Work Plan. Provide a list of all active searches for university presidents that your firm currently has underway or for which you have been contracted.

Witt/Kieffer is able to perform all tasks listed in the scope of services except for criminal background checks. Witt/Kieffer provides verification of employment history, education, certifications, and other professional degrees and credentials. The firm will provide support for credit, driver's license, and criminal background checks on the finalist(s); we can refer you to reliable consumer reporting agencies to conduct these checks.

We hold ourselves to a search timeline that follows clearly-defined steps. We work with clients to schedule meetings and candidate interviews at the start of the search to avoid delays. At the outset of the engagement, we will modify the timeline to best meet the needs and preferences of the Board and Search Committee.

Timeframe	Description	Participants
Late May: **Discovery Phase**	_Planning:_ Consultants meet with the Search Committee to plan the search and begin to formulate selection criteria and search strategy. _Community outreach:_ Consultants and search members meet with a wide range of members of the Oregon Tech community to keep them informed about the process and to learn more about their views of selection criteria	▪ Oregon Tech Search Committee, representatives, stakeholders ▪ Witt/Kieffer consultants
Early June: **Approve Recruitment Strategy**	_Approval of plan:_ Consultants work with the Search Committee to finalize the Leadership Profile and recruiting and advertising plan	▪ Oregon Tech Search Committee ▪ Witt/Kieffer consultants
June-September: **Recruitment and Candidate Evaluation**	_Recruiting:_ Consultants place advertisements and launch active recruiting that is initially wide-ranging and then focuses on the most promising potential candidates _Communication:_ Consultants maintain close contact with Search Committee chair through regularly scheduled calls	▪ Witt/Kieffer consultants and research team (oversight from the Search Committee)

Timeframe	Description	Participants
Mid-September: *Candidate Review*	*Candidate review:* Search Committee reviews candidate materials posted on password-protected website and considers consultant insights about candidates. *Semi-finalist selection:* Consultants meet with the Search Committee to review candidates and identify candidates for preliminary interviews	▪ Search Committee ▪ Witt/Kieffer consultants
Late September: *Semi-finalist Interviews*	*Interviews:* Consultants support Search Committee through first round interviews, followed by selection of three to five finalists for deeper engagement and evaluation. *References:* References contacted and credentials verified; reports provided for committee.	▪ Search Committee ▪ Witt/Kieffer consultants
Mid-October: *Finalist Interviews*	*Interviews:* Two to four candidates are identified and have finalist interviews on the campus. *References:* Additional references contacted; reports provided for committee	▪ Search Committee ▪ Oregon Tech Board of Trustees ▪ Other Oregon Tech stakeholders ▪ Witt/Kieffer consultants
Mid-November at the Board of Trustees Meeting: *Finalist Selection and Negotiations*	*Selection of preferred candidate(s):* Search Committee presents recommendation(s) to the Board of Trustees *Appointment:* Consultants support negotiation of terms	▪ Oregon Tech Board of Trustees ▪ Witt/Kieffer consultants
Search Conclusion	*Announcement and transition:* Announcement is planned; Consultants support transition	▪ Oregon Tech Board of Trustees ▪ Other Oregon Tech stakeholders ▪ Witt/Kieffer consultants

As a retained executive search firm, Witt/Kieffer offers a full-service approach to candidate identification and the recruitment process. We will develop a close, working partnership with Oregon Tech's Search Committee and provide candid, experienced counsel on what it takes to attract the best possible leader. Our role is to catalyze and to guide a process that has integrity, within the framework of your culture, and to keep the process moving toward a successful and timely conclusion.

We will support Oregon Tech with an effective search by:

▪ gaining a clear understanding of the key issues/challenges facing the university by facilitating an institutional needs analysis;

▪ working with the Board of Trustees to uncover issues or obstacles that would get in the way of a new leader's ability to succeed;

- guiding the planning of the search process and outlining key milestones and deliverables according to a timeline that meets the Board and Search Committee's needs;

- understanding what organizational, cultural, and structural components exist to support the achievement of future goals and what could impede meeting these challenges;

- understanding the role of the president in meeting current/future challenges;

- supporting the development of position description and profile;

- supporting a full-service approach from pre-launch meetings to presidential transition;

- coordinating logistics and managing nominations, applications, and candidate notifications;

- leveraging our personal and firm-wide networks to engage viable prospects and encouraging the most talented leaders to consider candidacy;

- conducting comprehensive due diligence through expansive referencing — only Witt/Kieffer consultants will connect with candidate references — as well as media checks, education and employment checks, and criminal and driver's license checks;

- offering value-added psychometric assessment tools to enhance decision support at the finalist stage of the search — the Witt/Kieffer Leadership Potential Report presents an overview of a candidate's strengths, challenges, and values as well as behavioral tendencies under stress — to determine how well she or he will fit and perform within client settings; and

- advising on the transition process, leveraging all of the intelligence we collect throughout the engagement, to help the university develop a smooth and supportive process for the new president. A well-planned and executed transition that engages multiple stakeholders is critical for the successful transition to new leadership.

Discovery Phase

We place a great deal of emphasis on the discovery phase meeting(s); the information exchanged and assessments of the opportunity and organization cascade to all subsequent levels of the search process. The composition and quality of the candidate pool hinges on a collaborative partnership between Oregon Tech and your executive search consultant team.

As a prerequisite to assisting Oregon Tech in conducting your search, it is essential that we spend time onsite to gather information about the position and the opportunities and challenges that the new leader and the college will face in the coming years. We will meet with members of the Board, the Search Committee, the leadership team, faculty, students, staff, and other key stakeholders as appropriate to assess the varying perspectives of ideal leadership qualities that the candidates should possess.

We come to this assignment with open minds and a fresh perspective. While participating in discussions, we will offer questions designed to further open-ended, alternative thinking to help the participants imagine the future of the university according to the campus' collective vision. These conversations, as well as additional materials supplied by the Search Committee and others, will be the foundation for the leadership profile, advertising campaign, search strategy, and most importantly, the post-search transition process.

Leadership Profile

The finalized leadership profile serves multiple purposes.

1. It represents the collective vision, diverse perspectives, and leadership qualifications put forth by the Board, the Search Committee, and other university constituents. We will finalize the profile, aligned with leadership qualifications and the university's culture, while the Search Committee and Board maintain authority for final approval.

2. The leadership profile introduces candidates to Oregon Tech and the opportunity. The finished document will portray the university in an accurate, positive light. The consultants, as they interact with potential candidates, draw on these documents and upon insights gained during their initial observations to convey a full and compelling sense of the position.

3. We and the Search Committee will also use the finalized leadership profile criteria as an objective baseline to assess the experience and talent of candidates.

Inclusive Advertising Campaign

We will assist the search committee in the development and deployment of a broad, inclusive advertising campaign. Potential advertising publications and organizations would include *The Chronicle for Higher Education, Inside Higher Ed,* and HigherEdJobs.com.

We also work with diversity organizations and affinity groups to identify potential candidates and regularly advertise and network with them, including *Women in Higher Education, Hispanic Outlook, Diverse Issues in Higher Education, Journal of Blacks in Higher Education, Insight into Diversity,* and the Hispanic Association of Colleges and Universities.

In addition, our consultants have been invited to exchange ideas and facilitate convenings of minority cohorts within the American Council on Education, including the Fellows Program, the Center for Advancement of Racial and Ethnic Equity, and the Center for Effective Leadership. We leverage these relationships to identify strong, highly qualified, innovative, and diverse leadership.

Building the Candidate Pool

Presidential recruitments require the identification of candidates who possess a balance of leadership competence required to address modern challenges and pressure points facing today's higher education institutions; a deep knowledge and understanding of current trends and strategic opportunities across the academy necessary for long-term sustainability; and a pedigree, value-system, and "DNA" that is aligned with the goals, objectives, and values of the institution.

Building the strongest candidate pool is contingent upon a meaningful, interactive partnership between the Search Committee and the consultant team as well as the consultant team's responsiveness and attention to qualified candidates. The candidate pools we have built have included some of the world's best and brightest leaders inside higher education and beyond — diverse and talented people who are sought out by other institutions but whom we were able to retain in our pools through dedicated, hands-on, strategic recruitment that frequently involved partnering with the search chair and board chair.

We find that many desirable candidates are nominated by leaders and constituents from the institutions with which we work. We also find that some viable candidates enter the pool by responding to advertisements. Most often, the strongest candidates are sitting leaders whom we aggressively recruit as governed by the criteria set forth by the Search Committee. Beyond the typical leaders we would target, Witt/Kieffer's philosophy is to work closely with clients to study profiles of up-and-coming and non-traditional candidates who may possess the right mix of skills and experience for the role. Broadening the search in this manner increases the likelihood of building a strong, diverse candidate pool.

Preliminary Search Strategy

Working closely with the Search Committee, we will mount an energetic and thorough effort to identify top candidates both nationally and internationally. We will focus our recruitment efforts on leaders at peer institutions who are world class educators and administrators. Our outreach and engagement tactics ensure that the widest net is cast for outstanding leaders in a new era of higher education. A preliminary strategy is likely to include deep analysis of and outreach to:

- Presidents and provosts of Oregon Tech's peer and aspirant institutions, both public and private

- Other public and private universities where provosts, deans, and senior administrators may be prepared to take on a presidency

- Boards of trustees at institutions that are similar to Oregon Tech; trustees provide a small but highly talented pool of potential non-traditional candidates; many have higher education teaching or consulting experience combined with business or non-profit leadership experience

- Former Oregon Tech faculty and administrators and Oregon Tech alumni

- Leaders of complex non-profit organizations, healthcare organizations, NGOs, or government agencies

- Our own knowledge-base of over 350,000 individuals, complete with career histories and demographic information that can help us increase the diversity of the pool

Candidate Screening and Evaluation

When screening and evaluating candidates, we conduct deep, structured leadership history evaluations to understand behaviors and decisions that shaped their professional lives. This intensive method allows us to better compare candidates' leadership development with Oregon Tech's agenda and the leadership criteria set forth by the search committee. We also use this time to learn about candidate expectations and obstacles, if any. We share this experience with the search committee and work collaboratively to narrow the pool to a select group of leaders who merit additional consideration.

Assessing Leadership Potential

Witt/Kieffer's finalist competency assessments supplement the growing body of knowledge and understanding of your candidates. Our model is the only one of its kind tailored to competencies in higher education leadership. While these methods do not replace thorough candidate evaluations and interviewing, the assessments offer an indication of leadership potential by surfacing the competencies that will be critical for carrying forward Oregon Tech's strategic priorities.

Our proprietary model is grounded in the four cornerstones of exceptional higher education leaders:

- *Self-Awareness Leadership* — self-knowledge and development, acts with integrity and creates trust, flexibility, and tolerance for ambiguity, passion for work

- *Relationship Leadership* — communicates effectively, influences and inspires, inclusive and values diversity, collaborative

- *Innovative Leadership* — champions the vision and mission of the institution, shapes strategic focus, thinking and planning, effective decision making, analytical and systems thinking

- *Managerial Leadership* — builds organizational talent/capacity, manages resources (human, financial, technical), service focused, ensures execution and accountability

The metrics/outcomes of the psychometric assessments are compared to those exhibited by a cohort of leaders (primarily presidents) in higher education. A report is generated for each candidate and a comprehensive Oregon Tech-specific analysis is prepared and presented to the Board and the Search Committee. The cost to conduct these assessments on up to three finalist candidates is included in the professional fee.

Due Diligence

Effective, deep referencing is a hallmark of our work. In these times of intensive public and media scrutiny, it is essential that a professional search firm apply extraordinary resources to drive risk out of the search process and ensure that there are "no surprises" when an appointment is announced.

Assigned Personnel

Witt/Kieffer accepts full responsibility for completing a battery of on-list and off-list professional references in searches. The consultants assigned to the search conduct the calls, and the questions we utilize are aligned with the presidential criteria, competencies, and performance expectations outlined at the beginning of the search. Our committees are sometimes interested in partnering in the referencing process, which we welcome. In that case, we work with committee members to develop effective reference scripts, coordinate assignments, and collect and post the information. We follow up and thank all references on your behalf.

Resources

Witt/Kieffer commits an unparalleled range of tools and protocols to candidate due diligence, including:

- comprehensive media and public record review, led by a dedicated member of our research team who is responsible for continually monitoring media and other information;
- verification of employment history, education, certifications, and other professional degrees and credentials; and
- support for driver's license and criminal background checks on the finalist(s); we can refer you to reliable consumer reporting agencies or, if necessary, conduct these checks, for an additional fee, with appropriate waivers of indemnity.

Strategies

Depending on the candidate and the level of confidentiality, we recommend comprehensive reference calls in presidential searches with a 360-degree perspective (supervisors, peers, direct reports) from the current and previous institutions. This can take anywhere from one to three weeks.

- The first level of referencing is typically done prior to the first-round interviews with at least one on-list reference.
- The second level of referencing occurs after first-round interviews, before candidates proceed to a broader range of engagement with campus constituents. The second level includes additional on-list as well as off-list references.
- The final level may involve the Board Chair and Search Committee chair making additional calls.

Decision Support

The Board and the Search Committee maintain complete authority in the selection of semi-finalists, finalists, and the candidate of choice. Once you decide to extend an offer, we can advise on terms, salary, benefits, and relocation based on our experience in negotiating executive compensation programs. We will assist in managing a smooth transition — and stay in close contact with the university and the new leader– to ensure a successful long-term match.

Your Quality Guarantee

Recognizing the faith that you place in Witt/Kieffer conducting the presidential search, we are pleased to extend our quality guarantee. If the leader Witt/Kieffer places at your organization ceases to be employed by you in any capacity within one year of his/her commencement of employment, Witt/Kieffer will search for a replacement to fill the original position at no additional professional fee.

Active or Contracted Witt/Kieffer Presidential Searches

As a strict policy, Witt/Kieffer consultants limit the number of searches they take on at any one time in order to provide full attention to our clients' needs. Currently, the team's workload is compatible with the anticipated amount of time and energy required for the Oregon Tech presidential search and poses no conflict or potential for overlapping pools with any other clients. If selected, the team will further plan with the Board and Search Committee the recruitment timeline and milestones, including critical meeting dates, interview dates, and the targeted window for recruitment. They will then plan their respective workload accordingly, ensuring that the Oregon Tech presidential search remains a priority throughout.

Witt/Kieffer is currently contracted to conduct presidential searches for the following institutions:

– Ball State University, Muncie, IN
– Chaminade University of Honolulu, Honolulu, HI
– Lehman College, CUNY, Bronx, NY
– Northern State University, Aberdeen, SD
– Southern Illinois University at Edwardsville, Edwardsville, IL
– St. Bonaventure University, St. Bonaventure, NY
– St. Norbert College, De Pere, WI

D. NOT-TO-EXCEED PRICE TO COMPLETE THE PROJECT

The not-to-exceed price should include all costs that will be associated with the Services. Hourly rates should be assigned to any member of the firm who may perform work on the Contract. Travel and expense reimbursement costs should be included in the price as a distinct line item. Travel expenses will only be reimbursed in accordance with Oregon Tech's then-current Travel Reimbursement Policy.

As a retained search firm, Witt/Kieffer will conduct a thorough national recruitment and evaluate all internal, external, and affiliated candidates. Our mandate is to help the Board and Search Committee meet its charge by producing the strongest slate of candidates for Oregon Tech's consideration. We do not charge clients by the hour. Our work is not considered complete until a satisfactory candidate is selected, hired, and begins employment.

Professional fees for this search assignment are one-third of the first year's total compensation including base salary and projected bonuses for which the individual is eligible, with a minimum fee of $60,000. We will work closely with the search committee to discuss market-related compensation issues at the outset of the engagement. At the conclusion of the search, we will adjust our fee up or down, depending on actual total compensation. For this search, we propose that the professional fee will not exceed $85,000. This fee covers all services outlined in this proposal.

Expenses

The fixed job expenses, billed at the one-time charge of 10 percent of estimated professional search fees with a minimum charge of $6,000 and a maximum of $10,000, are for administrative support, verifications, media checks, database access, communications, and research services that are not easily identifiable by project.

Out-of-pocket expenses are for staff and candidate travel and accommodations, courier services, advertising, video conferencing, publications, education verification, and outside printing. These expenses are invoiced at cost on a monthly basis. In every case, we seek to minimize our client's expense. We are well versed in the financial circumstances of our client institutions and in every case go to great lengths to ensure that expenses are kept to a minimum. However, we cannot

provide a not-to-exceed amount for expenses due to the dynamic nature of expenses. For example, expenses for candidate travel can vary widely and is dependent upon the number of candidates invited to interview and the locations from which they would have to travel. We will follow all guidelines in Oregon Tech's Travel Reimbursement Policy. At the start of the search, we are happy to discuss a budget for expenses.

Expense Estimates

Following are expense estimates for this presidential search, which are based on averages of previous presidential searches conducted at institutions with a similar profile. These expenses are billed at cost to Oregon Tech (i.e. we do not mark-up expenses).

Indirect (overhead) expenses: $7,000 (based on a professional fee of $70,000)

Standard Expenses:

Delivery (FedEx, etc.)	$200
Publications and research	$200
Education checks	$100
Consultant-Candidate interviews	$1,000
Advertising	$5,000

Sub-Total: $6,500

Travel:

Search firm's travel* $5,000-$7,000

This number varies dependent on the number of Search Committee meetings at which the consultants are asked to be present and other variables related to dynamic travel situations (i.e. weather, flight delays, etc.)

Candidate's travel expenses* $7,000 – $12,000

This number varies widely dependent of the number of candidates invited to interview and the locations from which they would have to travel. We adhere to all university policies pertaining to travel and accommodations and make a concerted effort to minimize all expenses where possible. We itemize all expenses and bill each at cost (i.e. we do not markup expenses).

Total Estimated Direct Expenses: $22,000

E. REFERENCES

Provide three references from clients your firm has conducted similar searches for in the past three years, including one client that has newly engaged the firm in the past 36 months and one long-term client. Include the name address, (email, if available) and phone number of the references.

Lars Walton *(Newly Engaged Client)*
Chief of Staff, System Office
California State University
lwalton@calstate.edu | (562) 951-4705

Paul D'Anieri *(Long-Term Client)*
Provost
UC Riverside
paul.danieri@ucr.edu | (951) 827-5034

Dr. Robert Nelsen
President
Sacramento State University
nelsen@csus.edu | (916) 278-7737

F. ESTIMATED TIME TO COMPLETE THE PROJECT

Our average length of time for presidential searches is approximately six months.

G. ANY ADDITIONAL INFORMATION THAT OREGON TECH SHOULD TAKE INTO CONSIDERATION FOR THE PROJECT OR QUALIFICATIONS

Throughout our 46 year history, Witt/Kieffer has cultivated a proven and meaningful approach to executive search, specifically designed for the non-profit sector and predominantly executed in coordination with college/universities and hospitals/health systems in pursuit of C-suite leadership. Witt/Kieffer performs over 200 searches per year in support of higher education representing the complete spectrum of leadership as well as related associations and community organizations.

Our footprint across the nation has yielded pertinent knowledge of marketplace dynamics and common trends and challenges that similar colleges and universities encounter. Because we serve such a wide array of institutions — public and private, large and small, across the entire spectrum of Carnegie Classes — we have experienced and have counseled our clients on virtually every issue faced by higher education institutions today. In addition, we understand the range of objectives and strategic priorities that senior leaders put forth as mechanisms to navigate their organizations into a new era of higher education.

Resources, Assets, and Intellectual Capital

With locations in major metropolitan areas in the United States, our team of more than 90 consultants and 20 research experts provides deep insights into regional, national, and global markets. Our best-in-class knowledge base includes more than 350,000 leaders, and its intuitive framework enables our team to pinpoint leaders based on specific criteria set forth by client constituents, adding unparalleled efficiency to every search.
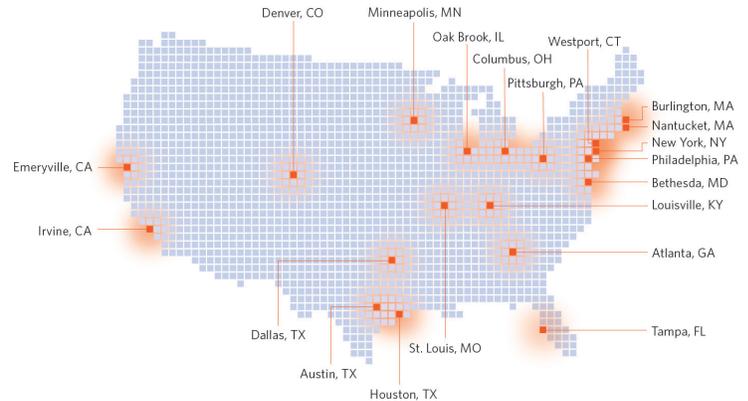
Performance

- ▪ *Experience and Track Record* — We conduct more executive searches in higher education and healthcare than any other firm, including over 1,200 CEO/president and other C-suite placements in five years.

- ▪ *Client Service* — Ninety-five (95) percent of clients scoring our work would recommend us to a colleague. Among candidate placements, we have achieved an average of 97 percent satisfaction rating and 94 percent among all candidates interviewed for positions.

- ▪ *Diversity* — Over the last three years, 47 percent of our education placements were racially/ethnically diverse and/or women.

REPRESENTATIVE EDUCATION CLIENTS

- ACT, Inc.
- Adler University
- Agnes Scott College
- Alabama A&M University
- Alaska Pacific University
- Albion College
- Alfred University
- Allegheny College
- Alma College
- American Association of Collegiate Registrars and Admissions Officers
- American International College
- American University
- American University in Bulgaria
- American University in Cairo
- American University of Beirut
- American University of Sharjah
- American University of the Caribbean Medical Information Office
- Appalachian State University
- Arcadia University
- Arizona State University
- Arizona State University West
- Art Center College of Design
- Assumption College
- Augusta University
- Augustana College
- Aurora University
- Babson College
- Baldwin Wallace University
- Bates College
- Baylor University
- Beloit College
- Bemidji State University
- Benedict College
- Bennett College
- Bennington College
- Bentley University
- Berea College

- Berklee College of Music
- Berry College
- Bethany College
- Binghamton University, SUNY
- Birmingham-Southern College
- Black Hills State University
- Blessing-Rieman College of Nursing
- Bloomsburg University of Pennsylvania
- Boise State University
- Boston College
- Boston Conservatory
- Boston University
- Bowling Green State University
- Brandeis University
- Brearley School
- Brooklyn Law School
- Brooks School
- Brown University
- Bryant University
- Bryn Mawr College
- Bucknell University
- Buffalo State College
- Butler University
- California Health Sciences University
- California Institute of Technology
- California Institute of the Arts
- California Lutheran University
- California State Polytechnic University Pomona
- California State University System Office
- California State University-Channel Islands
- California State University-Long Beach
- California State University-Northridge
- California State University-Sacramento
- California State University-San Marcos
- Canisius College
- Capital University
- Cardinal Stritch University
- Carleton College

- Carlow University
- Carnegie Mellon University
- Case Western Reserve University
- Cedar Crest College
- Central Michigan University
- Champlain College
- Chapman University
- Charlotte Country Day School
- Chatham University
- City College of New York
- City University of New York Brooklyn College
- City University of New York Graduate Center
- City University of New York Herbert H. Lehman College
- City University of New York John Jay College Criminal Justice
- City University of New York School of Law
- Claremont McKenna College
- Clarion University of Pennsylvania
- Clark University
- Clarke University
- Clarkson College
- Clemson University
- Cleveland Institute of Art
- Colby College
- Colgate University
- College Board (The)
- College of Charleston
- College of New Jersey
- College of the Holy Cross
- College of William and Mary
- College of Wooster
- Colorado School of Mines
- Colorado State University
- Columbia University
- Community College of Philadelphia
- Connecticut College
- Coppin State University
- Cornell College
- Cornell University

- Cornish College of the Arts
- Cottey College
- Council for the Accreditation of Educator Preparation (CAEP)
- Cox College
- Creighton University
- Culinary Institute of America
- Dakota State University
- Daniel Webster College
- Dartmouth College
- Davenport University Grand Rapids Campus
- Davidson College
- Deerfield Academy
- DePaul University
- DePauw University
- Dickinson College
- Doane College
- Dominican University
- Drake University
- Drew University
- Drexel University
- Duke University
- Dunwoody College of Technology
- Earlham College
- East Carolina University
- East Stroudsburg University of Pennsylvania
- Eastern Michigan University
- Eastern Oregon University
- Edison Project
- Elizabethtown College
- Elmhurst College
- Elms College
- Elon University
- Embry-Riddle Aeronautical University
- Emerson College
- Emmanuel College
- Emory University
- Emporia State University

- Fairfield University
- Fayetteville State University
- Felician College
- Fielding Graduate University
- Fitchburg State University
- Florida A&M University
- Florida Atlantic University
- Florida State University
- Fordham University
- Framingham State University
- Francis W. Parker School
- Franklin and Marshall College
- Franklin College
- Friends University
- Frostburg State University
- Gannon University
- General Theological Seminary
- George Mason University
- George Washington University
- Georgetown University
- Georgia Institute of Technology
- Georgia State University
- Gesu School
- Gettysburg College
- Gonzaga University
- Goucher College
- Grand Valley State University
- Grinnell College
- Guilford College
- Hamad bin Khalifa University
- Hampden-Sydney College
- Hampshire College
- Hartwick College
- Harvard University
- Haverford College
- Hawaii Pacific University
- Hebrew Union College-Jewish Institute of Religion
- High Point University
- Hiram College

- Home Instruction Program for Preschool Youngsters
- Horace Mann School
- Howard University
- Idaho State University
- Illinois College
- Illinois Institute of Technology
- Illinois State University
- Indiana University at Bloomington
- Indiana University Kokomo
- Indiana University Northwest
- Indiana University of Pennsylvania
- Indiana University South Bend
- Indiana University Southeast
- Indiana University System
- Indiana University-Purdue University Indianapolis
- International College Beiruit
- International Reading Association
- Iona College
- Iowa State University
- Ithaca College
- Jack Kent Cooke Foundation
- John Carroll University
- Johns Hopkins University
- Kalamazoo College
- Keck Graduate Institute of Applied Life Sciences
- Keene State College
- Kent State University
- Kentucky State University
- Kenyon College
- Kettering University
- Kingswood-Oxford School
- Knox College
- Kutztown University of Pennsylvania
- La Salle University
- Lake Forest College
- Lakeland College
- Lakeside School
- Laurel School

- Le Moyne College
- Lehigh University
- Lewis and Clark College
- Lincoln University
- Lindenwood University
- Long Island University
- Loyola Marymount University
- Loyola University Maryland
- Loyola University New Orleans
- Loyola University of Chicago
- Macalester College
- Manhattan School of Music
- Mansfield University of Pennsylvania
- Marietta College
- Marist College
- Marquette University
- Mary Baldwin College
- Massachusetts Institute of Technology
- McDaniel College
- Mercy College of Health Sciences
- Mercy College of Ohio
- Miami University
- Michigan State University
- Millersville University of Pennsylvania
- Millikin University
- Mills College
- Millsaps College
- Montana State University - Bozeman
- Moravian College
- Mount Holyoke College
- Murray State University
- Muskingum University
- National Cathedral School
- National Student Clearinghouse
- Nazareth College of Rochester
- New Jersey City University
- New Jersey Institute of Technology
- New York Institute of Technology
- New York University
- Nichols College

- Norfolk State University
- North Carolina A&T State University
- North Carolina Central University
- North Carolina State University
- North Central College
- Northeastern Illinois University
- Northeastern University
- Northern Arizona University
- Northern Illinois University
- Northern Kentucky University
- Northern Michigan University
- Northern State University
- Northfield Mount Hermon School
- Northwestern University
- Northwestern University in Qatar
- Notre Dame of Maryland University
- Occidental College
- Oglethorpe University
- Ohio Northern University
- Ohio University
- Ohio Wesleyan University
- Oldfields School
- Olin College of Engineering
- Oregon State University
- Oregon University System
- Otterbein University
- Pace University
- Pacific Lutheran University
- Peabody Institute of Johns Hopkins University
- Pennsylvania State System of Higher Education
- Pennsylvania State University
- Perkins
- Philadelphia University
- Phillips Academy, Andover
- Pine Manor College
- Pittsburg State University
- Pitzer College
- Point Park University

- Pomona College
- Portland State University
- Pratt Institute
- Presbyterian College
- Princeton Theological Seminary
- Providence College
- Purdue University
- Quincy University
- Quinnipiac University
- Radford University
- Randolph College
- Reed College
- Regis College
- Rensselaer Polytechnic Institute
- Rice University
- Rider University
- Ringling College of Art and Design
- Ripon College
- RIT Dubai
- Roanoke College
- Robert Morris University
- Rochester Institute of Technology
- Rockhurst University
- Roger Williams University
- Rollins College
- Roosevelt University
- Rose-Hulman Institute of Technology
- Rowan University
- Ross Institute Academy
- Rutgers the State University of New Jersey Camden Campus
- Rutgers the State University of New Jersey New Brunswick Campus
- Rutgers the State University of New Jersey Newark Campus
- Sacred Heart University
- Sage Colleges
- Saint Joseph's University
- Saint Leo University
- Saint Mary's College
- Saint Vincent College

- Saint Xavier University
- Salem State University
- San Francisco Art Institute
- San Francisco State University
- San Jose State University
- Santa Clara University
- School of the Art Institute of Chicago
- Scripps College
- Seton Hall University
- Sewanee: The University of the South
- Shepherd University
- Simmons College
- Singapore Management University
- Smith College
- South Dakota Board of Regents
- South Dakota School of Mines and Technology
- South Dakota State University
- Southern Illinois University at Edwardsville
- Southern Methodist University
- Southern New Hampshire University
- Southern Vermont College
- Spelman College
- Spring Hill College
- St. Ambrose University
- St. Anselm College
- St. Bonaventure University
- St. Edward's University
- St. John Fisher College
- St. John's College
- St. John's University
- St. Joseph School
- St. Lawrence University
- St. Louis College of Pharmacy
- St. Mary's College of California
- St. Mary's College of Maryland
- St. Mary's University
- St. Norbert College
- St. Olaf College
- St. Thomas University of Miami

- Stanford University
- State University of New York at Albany
- State University of New York at Brockport
- State University of New York at New Paltz
- State University of New York at Purchase
- State University of New York at Stony Brook
- State University of New York College of Environmental Science and Forestry
- Stephens College
- Stetson University
- Stevens Institute of Technology
- Stockton University
- Stonehill College
- Suffolk University
- Susquehanna University
- Sweet Briar College
- Syracuse University
- Teachers College Columbia University
- Temple University
- Texas A&M University
- Texas A&M University Corpus Christi
- Texas A&M University-Kingsville
- Texas Christian University
- Texas Tech University System
- Texas Woman's University
- The Catholic University of America
- The College of Saint Rose
- The Ohio State University
- Thiel College
- Thomas College
- Towson University
- Transylvania University
- Trinity College
- Tufts University
- Tufts University School of Dental Medicine
- Tulane University
- Union College
- Union Graduate College
- United States Air Force Academy
- University at Buffalo, SUNY

- University of Alabama at Birmingham
- University of Alabama at Huntsville
- University of Alaska Anchorage
- University of Arizona
- University of Arkansas
- University of Arkansas at Monticello
- University of Baltimore
- University of California Berkeley
- University of California Davis
- University of California Los Angeles
- University of California Office of the President
- University of California Riverside
- University of California San Diego
- University of California Santa Cruz
- University of Central Florida
- University of Chicago
- University of Cincinnati
- University of Colorado at Boulder
- University of Colorado at Denver
- University of Connecticut
- University of Dayton
- University of Delaware
- University of Denver
- University of Evansville
- University of Florida
- University of Georgia
- University of Hawaii System Office
- University of Houston
- University of Houston Downtown
- University of Illinois at Chicago
- University of Illinois at Springfield
- University of Illinois Urbana-Champaign
- University of Kentucky
- University of La Verne
- University of Maine
- University of Mary Washington
- University of Maryland Baltimore
- University of Maryland College Park
- University of Massachusetts Amherst

- University of Massachusetts Boston
- University of Massachusetts Dartmouth
- University of Miami
- University of Michigan
- University of Michigan-Dearborn
- University of Michigan-Flint
- University of Minnesota-Morris
- University of Minnesota-Twin Cities
- University of Mississippi
- University of Missouri-Kansas City
- University of Montana
- University of Nebraska at Omaha
- University of Nebraska Central Administration
- University of Nevada-Reno
- University of New Hampshire
- University of New Haven
- University of New Orleans
- University of North Carolina at Asheville
- University of North Carolina at Pembroke
- University of North Carolina Chapel Hill
- University of North Dakota
- University of North Texas
- University of Northern Colorado
- University of Notre Dame
- University of Oregon
- University of Pennsylvania
- University of Pittsburgh
- University of Queensland
- University of Redlands
- University of Richmond
- University of Rochester
- University of Saint Joseph
- University of San Diego
- University of San Francisco
- University of Scranton
- University of South Carolina
- University of South Dakota
- University of South Florida
- University of South Florida-St. Petersburg
- University of Southern California

- University of St. Francis
- University of St. Thomas
- University of Tampa
- University of Tennessee
- University of Tennessee System Office
- University of Texas at Arlington
- University of Texas at Austin
- University of Texas at Dallas
- University of Texas at El Paso
- University of Texas at San Antonio
- University of Texas System Office
- University of Texas-Pan American
- University of Texas–Rio Grande Valley
- University of the Arts
- University of the District of Columbia
- University of the Pacific
- University of the Pacific Arthur A. Dugoni School of Dentistry
- University of the Sciences
- University of Toledo
- University of Utah
- University of Vermont
- University of Virginia
- University of Washington
- University of Wisconsin-Eau Claire
- University of Wisconsin-La Crosse
- University of Wisconsin-Milwaukee
- University of Wisconsin-Oshkosh
- University of Wisconsin-Whitewater
- University System of Georgia System Office
- University System of Maryland Headquarters
- University System of New Hampshire
- ValleyBeth Shalom Day School
- Valley Forge Military Academy and College
- Valparaiso University
- Vanderbilt University
- Vassar College
- Villanova University
- Virginia Commonwealth University

- Virginia Commonwealth University in Qatar
- Virginia Tech
- Virginia Wesleyan College
- Wagner College
- Washington and Jefferson College
- Washington and Lee University
- Washington College
- Washington State University

- Washington University
- Wayne State University
- Webb Institute
- Webster University
- Wellesley College
- West Chester University of Pennsylvania
- West Virginia University
- Western Illinois University

OREGON INSTITUTE OF TECHNOLOGY
CERTIFICATIONS
RFQ #2016-10

Each Quoter must read, complete and submit a copy of this Oregon Institute of Technology Certification with their Quote. Failure to do so may result in rejection of Quote. By signature on this Certification the undersigned certifies that they are authorized to act on behalf of the Quoter and that under penalty of perjury the undersigned will comply with the following:

SECTION I. OREGON TAX LAWS

As required in ORS 305.385(6) the undersigned hereby certifies that to the best of the undersigned's knowledge, the Entity is not in violation of any Oregon Tax Laws. For purposes of this certification, "Oregon Tax Laws" means a state tax imposed by ORS 401.792 to 401.816 and ORS chapters 118, 314, 316, 317, 318, 320, 321 and 323; the elderly rental assistance program under ORS 310.630 to 310.706; and local taxes administered by the Department of Revenue under ORS 305.620. If a Contract is executed, this information will be reported to the Internal Revenue Service. Information not matching IRS records could subject Contractor to 28% backup withholding.

SECTION II. AFFIRMATIVE ACTION

The undersigned hereby certifies that they have not discriminated against Minority, Women or Emerging Small Business Enterprises in obtaining any required subcontracts, pursuant to Oregon Tech Policy 580-061-0030(3).

SECTION III. COMPLIANCE WITH SOLICITATION

The undersigned further agrees and certifies that they:
1. Have read, understand and agree to be bound by and comply with all requirements, instructions, specifications, terms and conditions of the RFQ (including any attachments); and
2. Are an authorized representative of the Quoter, that the information provided is true and accurate, and that providing incorrect or incomplete information may be cause for rejection of the Quote or contract termination; and
3. Will furnish the designated item(s) and/or service(s) in accordance with the RFQ and Quote.

Firm Name:_Witt/Kieffer, Inc.   Date:_April 28, 2016_____

Signature:_*Karen Lang*_____   Title:_Controller_____

Name (Type or Print):_Karen Lang_____   Telephone:__630-990-1370_____

Email:_klang@wittkieffer.com _____   OR CCB # (if applicable):_____

Business Designation (check one):

[✓] Corporation [ ] Partnership [ ] Sole Proprietorship [ ] Non-Profit [ ] Limited Liability Company

Oregon Certified Minority, Women, or Emerging Small Business: (Mark if applicable and certification #)

[ ] Minority:_____ [ ] Women:_____ [ ] ESB:_____

Self-Reported Minority, Women, or Emerging Small Business: (Mark if applicable)

[ ] Minority:_____ [ ] Women:_____ [ ] ESB:_____