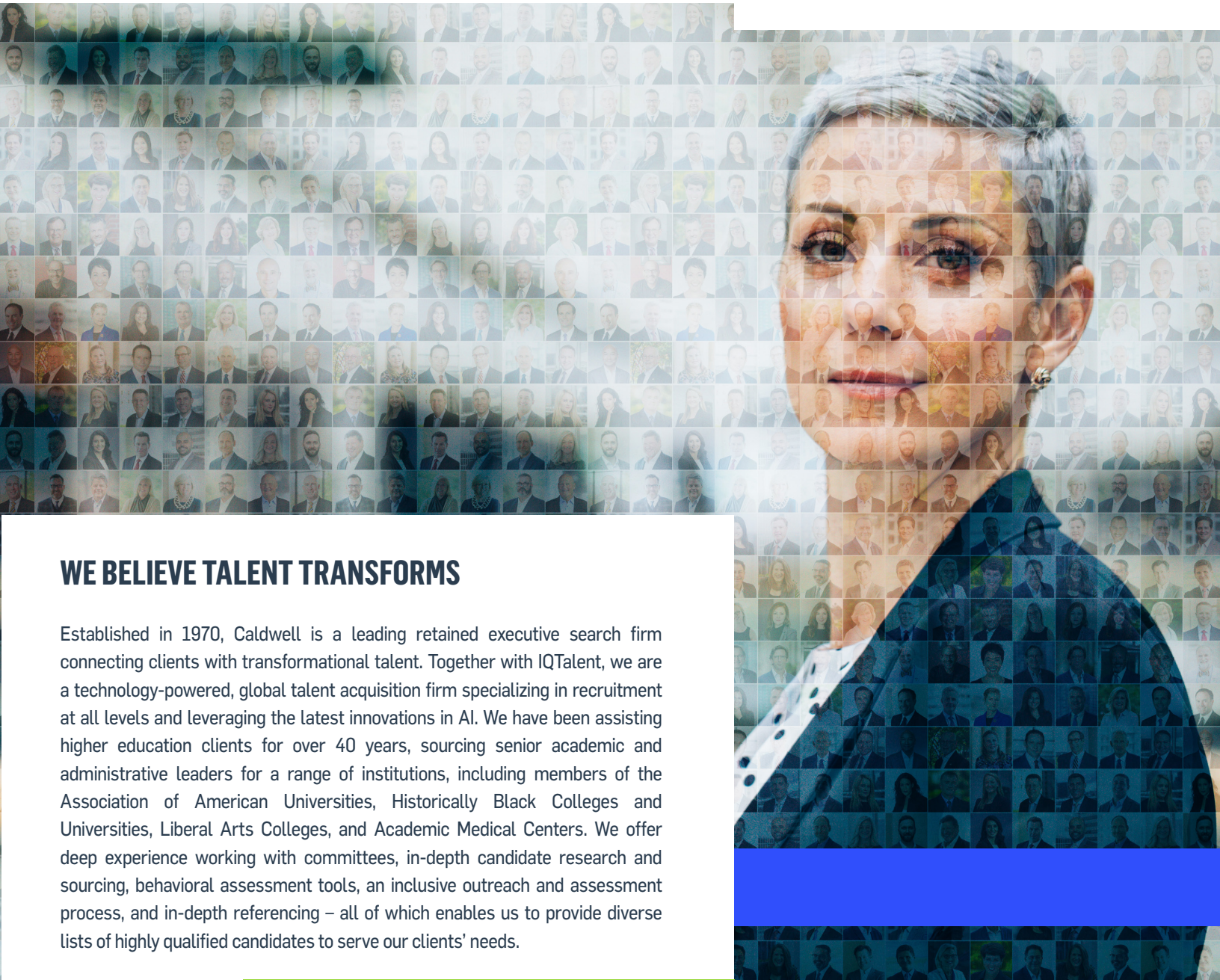


TRANSFORMING THE WORLD OF TALENT IN HIGHER EDUCATION



WE BELIEVE TALENT TRANSFORMS

Established in 1970, Caldwell is a leading retained executive search firm connecting clients with transformational talent. Together with IQTalent, we are a technology-powered, global talent acquisition firm specializing in recruitment at all levels and leveraging the latest innovations in AI. We have been assisting higher education clients for over 40 years, sourcing senior academic and administrative leaders for a range of institutions, including members of the Association of American Universities, Historically Black Colleges and Universities, Liberal Arts Colleges, and Academic Medical Centers. We offer deep experience working with committees, in-depth candidate research and sourcing, behavioral assessment tools, an inclusive outreach and assessment process, and in-depth referencing – all of which enables us to provide diverse lists of highly qualified candidates to serve our clients' needs.

DECADES OF EXPERIENCE SUPPORTING HIGHER EDUCATION CLIENTS

Search committees contribute their time, talent, and perspectives. They are responsible for the integrity and fairness of the search process, and accountable for its success. We respect and support the committee's important role throughout the process.

We have decades of experience identifying and attracting leaders to higher education institutions and academic medical centers. Our team operates with integrity, transparency, tenacity, dedication, and inclusivity. We work closely with committee chairs to agree upon the stakeholders with whom we will consult, as well as the committee structure and search schedule. We adapt our process to align with each client's preferred approach. We understand that our role is to advise, facilitate, and support the search committee.

Committees make excellent decisions when they take the time to ensure that each committee member contributes by asking questions and offering perspectives. Committee members' diverse views lead to well-considered decisions. We help committees ensure objectivity and inclusivity through such process steps as: preparing position profiles and advertising copy using unbiased language; focusing on qualifications and competencies when assessing backgrounds; providing objective assessment tools such as a key criteria evaluation matrix and assessment rubric; ensuring our long lists reflect multiple dimensions of diversity; and preparing standard sets of interview questions to facilitate a consistent evaluation process.

Our research-driven approach, extensive networks, inclusive outreach, candidate care, and dedication to exceeding our clients' expectations ensures that each search is completed to the highest possible standard. Our NPS scores and repeat business tell the story.

WE ARE DELIGHTED TO HAVE BEEN A TRUSTED PARTNER TO ...



TODAY'S HIGHER EDUCATION LANDSCAPE

The velocity of change across North America's colleges, universities, and academic medical centers is not slowing down. Indeed, it will likely speed up. The prospect of student enrolment falling off a demographic cliff in some jurisdictions coincides with the retirements of a large swath of academic leaders. The reality of attracting both students and faculty while addressing changing expectations is already upon us. Institutions are challenged to respond to the prospect of reduced enrolment and income, even as public support for the very concept of higher education is declining.

Higher education institutions are places of opportunity, aspiration, and transformation. They are also facing challenges – to equity and inclusion efforts, to the promotion of research, and to academic freedom, to name a few. Academic medical centers are faced with flat federal funding and the impending reduction in grants. With reduced funding, academic medical centers have placed even more pressure on their clinical providers to generate revenue, creating an increased dependence on the clinical organization.

Political and economic pressures have the capacity to significantly alter our institutions. To successfully confront unaccustomed and evolving realities, colleges, universities, and academic medical centers need leaders who are ready and able to accept the challenge of creatively strengthening the academy to serve its students, faculty, and future. Only extraordinary leaders will do.

OUR HIGHER EDUCATION TEAM



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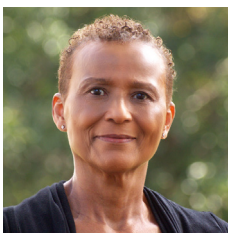
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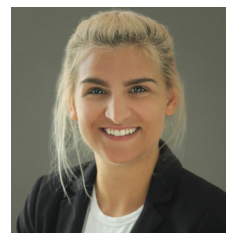
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OTHER VALUED MEMBERS OF OUR TEAM INCLUDE:

- our in-house librarian / information specialist who supports our candidate identification and referencing activities

- our partners at IQTalent who support us in expanding the diversity of our candidate lists

- our project coordinators who provide administrative support, including document preparation and scheduling

VALERIE LESSLAR
Information Specialist & Librarian

KATHRYN KWAN
Search Support Specialist

JANET CHRISTENSEN
Project Coordinator

FRANCENE CIPRIANI
Project Coordinator

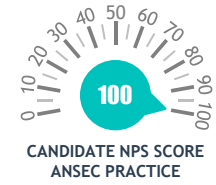
KATHY FRY
Project Coordinator

KATHRINE TATE
Project Coordinator

CATHERINE TURTURRO
Project Coordinator

WHAT OUR CLIENTS AND CANDIDATES SAY ABOUT US

Members of the Higher Education team are proud to have won Caldwell awards for highest Net Promoter Score from clients and candidates, including having won the award for highest candidate score this past year.



"My experience with Heather Ring has been exceptional. Heather can be relied upon to deliver and never tries to limit what is expected of her. She is also highly intelligent, conscientious, and principled. These are excellent qualities in a search consultant. Heather makes an effort to really understand the needs of her client and does not take a 'one size fits all approach'. It is a pleasure to work with Heather and I look forward to the opportunity to do so again."
-Head, University Secretariat

"I have never been more impressed with the professionalism and market acumen of an executive search firm. The search firms I have interacted with in the past, both as a client and candidate, seemed to recruit the commission. Virgil has consistently shown that the right values juxtaposed with integrity, confidentiality and professionalism, remain the winning formula to connect amazing talent with amazing companies."
-Placed Candidate

"Todd, thank you for volunteering the time to speak with our students yesterday. We appreciated you sharing your valuable advice and insightful analysis - the students gained a much greater understanding of their profile, behaviors, strengths, and how to work with a team of different skill sets and work styles. Thank you for sharing and inspiring our future leaders."
-Senior Advisor/Chief of Staff to University Chancellor

"An all-around great experience and EDI embedded in approach."
-Placed Candidate

"Kristin and her team were fantastic. Kristin knows her client culture and needs very well, then she got to know me over time and was able to pair me to her client not just in a skills match, but also in a culture match. She and her team kept me appropriately informed through the process and provided solid feedback."
-Placed Candidate

"Liz supported us with the search for a Chief Diversity, Equity, and Inclusion Officer. She provided excellent customer service, demonstrated clear understanding of the role, and presented a wonderful selection of candidates. Ten out of ten!"
-HR Leader, Non-Profit Client

"Kristin and her team were fantastic. Kristin knows her client culture and needs very well, then she got to know me over time and was able to pair me to her client not just in a skills match, but also in a culture match. She and her team kept me appropriately informed through the process and provided solid feedback."
-Placed Candidate

"I am incredibly grateful to you, Steven. Thank you for your help and expertise in making this all possible! I greatly appreciate this opportunity and will keep you informed of our success!"
-Placed Candidate

"Virgil spent a considerable amount of time to understand our organizational culture and the specific different skill sets that would help us best fill our position. The quality and breadth of candidates was, quite simply, stellar. The level of care and professionalism was unparalleled. I give Virgil my highest recommendation."
-Not-for-Profit Client

"The team was incredibly professional and helpful. I would not have even applied for this position without the conversations with Geoff and the team. They were excited about the opportunity and about my potential fit - they sold me."
-Placed Candidate

"Heather, you supported our Committee in all the ways we needed. We appreciated so much diligence in developing the profile, which enabled so many people to have a voice. You did so much work on the profile that you probably know the university better than some of us do."
-Presidential Selection Committee Chair

OUR EXPERTISE

INSTITUTIONAL LEADERS

Presidents
Chancellors
Trustees / Regents

ACADEMIC AND MEDICAL LEADERSHIP

Provosts
Vice-Provosts
Deans & Chairs
Physician Leaders
Research Leaders
Institute Directors

FUNCTIONAL LEADERS

Officers across all functions, including but not limited to finance, legal, human resources, DEI, technology, risk, operations, procurement, marketing, communications, government relations, etc.

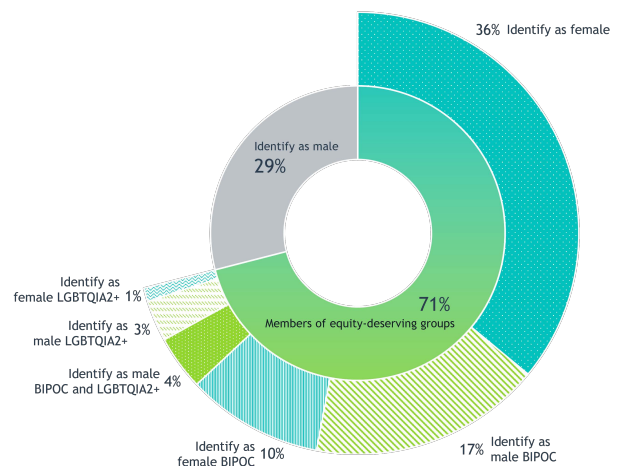
DIVERSITY, EQUITY, AND INCLUSION

Since we began to deliver executive search informed by the principles of DEI, we have learned much, and we continue to learn. Caldwell is committed to identifying and attracting the world's most qualified talent, and to supporting our clients in shaping workforces that represent the composition of the world's many diverse groups.

We have been consciously building diversity into our long lists for many years. Our aim is to present long lists that reflect multiple dimensions of diversity. We have developed trusted relationships with sources who assist us in ensuring we reach out to potential candidates across many diverse communities. We ask our sources to recommend potential candidates, and we follow that with a second question: 'Do your suggestions include potential candidates from underrepresented groups?' This approach prompts excellent leads, and continuously expands our networks within equity-deserving communities. We also have installed a database through which we are able to invite individuals to self-identify as members of underrepresented groups.

We have prepared a document, entitled Considerations for an Inclusive Search Process, that identifies practices we recommend our clients embed throughout their search processes to reduce implicit bias.

DIVERSITY OF PLACEMENTS 2019-PRESENT ACADEMIC, NOT-FOR-PROFIT, SOCIAL ENTERPRISE & CULTURE PRACTICE 71% of all placed candidates were from equity deserving groups



AS A LEADING PROVIDER OF EXECUTIVE TALENT, WE ENABLE OUR CLIENTS TO THRIVE AND SUCCEED BY HELPING THEM IDENTIFY, RECRUIT AND RETAIN THE BEST PEOPLE

Our reputation – over 50 years in the making – is built on transformative searches across functions and geographies at the very highest levels of management and operations.

We have an elite team of dedicated experts working across offices, competencies and geographies to find the best and brightest in the field. We serve as consultants to our clients on all matters pertaining to human capital needs, including succession planning, compensation assessment, recruitment strategies and competitive analyses.

At its root, our business is about people – specifically, our ability to connect our clients with the right talent for their organization. We do this by using our expert knowledge, experience, training and process to identify, assess and attract the best candidates in a way that benefits the reputation of our clients and our profession.

These words are more than a sales pitch, they are tested and true. We track our client and candidate satisfaction using Net Promoter® Score methodology, and our scores are comparable to some of the world's most respected brands.

INDUSTRY PRACTICES

- Academic, Non-Profit, Social Enterprise, & Culture
- Consumer, Retail & eCommerce
- Financial Services
- Industrial
- Insurance
- Life Sciences & Healthcare
- Private Equity & Venture Capital
- Professional Services
- Technology

FOCUSED ON EXCELLENCE

Caldwell is committed to customer relationship excellence and continuous improvement in service delivery. In order to properly assess our value to our clients and candidates, we send out a short survey at the completion of each search. Net Promoter Score (NPS) is a survey tool developed by Bain and is widely used by some of the world's most admired brands.

The responses give us feedback from our clients and candidates on each search, enabling us to get a clear measure of performance through the client/candidate's eyes. Our clients confidently recommend us to their colleagues as trusted partners in search. Caldwell has industry- leading Net Promoter Score results, and scores better than many of the most respected global brands. This past year, our firm-wide Client NPS Score is 98 (the consulting industry average score is 67).

OUR SEARCH PROCESS: FOCUSED ON EXECUTION



SEAMLESS TALENT ACQUISITION



Talent Optimization

Caldwell Analytics leverages highly respected, results-driven assessments to align talent, the team, team dynamics and business strategies, driving better results.

Comp. range | All levels

Mid-Level



Executive Search

Caldwell recruits transformative executives at the board, CEO and senior leadership levels. This full-service high-touch solution is delivered by some of the most experienced professionals in the industry.

Comp. range | \$200K+

Executive & Board Level



Retained Professional Search

Caldwell Advance is a fully integrated recruitment model that delivers the seamless, quality execution our clients have come to expect from our search process, but at the advancing leader level.

Comp. range | \$100K-\$200K

Mid-Level

All Hiring Levels

All Hiring Levels



Hourly, Full-cycle Search

For higher volume recruiting needs, **IQTalent** provides full-cycle professional level recruitment services in a scalable and adaptable on-demand format.

Comp. range | \$75K-\$200K



Candidate Research

The team leverages the latest innovations in AI and automation with expertise and adaptable tactics to find, scout and source candidates.

Comp. range | All levels



Candidate Sourcing

Taking research a step further, this team of experts will perform the initial outreach to deliver a list of qualified candidates with confirmed interest in the role.

Comp. range | All levels



CALDWELL ANALYTICS

ORGANIZATIONS ARE DRIVEN BY PEOPLE: SOLVE THEM WITH TALENT OPTIMIZATION

Unleash the power of your people by understanding what truly drives them. Caldwell Analytics leverages highly respected, results-driven assessments to align talent and organizational strategies.

Build an award-winning culture by encouraging all of your employees to take the six-minute free-choice PI Behavioral Assessment™, proudly share their findings, and learn what drives them and those around them. Doing so allows conversations to become easier, conflicts to be avoided, and decisions to be made faster.



UNDERSTAND YOUR PEOPLE

Building better working relationships requires an understanding of the interplay between different behavioral drives. With the Relationship Guide, it's easy to see how two people's strengths combine and where they may need some guidance.



ENABLE HIGH-PERFORMING TEAMS

Organizations can understand how each member of a team communicates, makes decisions, and executes their work. Discover emerging patterns in the makeup of teams to optimize communication and execute for performance.



BUILD BETTER MANAGERS

Leverage the Manager Development Chart to help your managers understand their strengths, caution areas, and tips for improving. Then use the Management Strategy Guide to custom-tailor their management styles for each of their direct reports' behavioral drives and needs to build strong reporting relationships.

THE CALDWELL INCLUSIVE LEADERSHIP APPROACH

The Caldwell Inclusive Leadership Approach is designed to address inclusion in our overall search process and candidate slates and respond to client desires to enhance diversity in their organizations.

1. Our goal is to always deliver a robust, diverse slate of candidates, **and our average diversity placement rate is approximately 50%**. (and is higher in a number of our practice areas). If we are unable to deliver a diverse candidate slate we will give concrete explanations as to why.
2. We can include **DEI competency questions in the interview process** to assess candidates' skills related to developing diverse talent, fostering an inclusive workplace environment and expanding engagement with diverse communities. This assessment can organically lead to a candidate slate including, but not exclusively limited to, candidates who reflect the client's diversity focus areas.
3. For clients with an even more focused desire to cultivate higher levels of diversity in their executive ranks, we can offer **Diversify, powered by IQTalent**, to augment our standalone search efforts. This added service leverages the most advanced search technology and full-time experienced researchers to access over 300 million professionals and surface hard-to-find candidates from underrepresented groups. The results are then added into our overall talent pool for further review against the competency requirements of your unique engagement.
4. We have a real sense of **accountability for our goals and results**. We have launched a diversity metrics dashboard that tracks our firm-wide diversity results and enables us to update clients on our success in achieving their diversity goals on each individual search.

OFFICES AND PARTNERS AROUND THE WORLD



Transform your institution's leadership with our expertise. Backed by over 1000 successful placements in higher education and consistently named one of North America's Top Academic Executive Recruiters by Hunt Scanlon Media, our seasoned higher education team offers unparalleled dedication and extensive networks.

Partner with us to access diverse, high-caliber candidates aligned with your institution's vision.

