

A Summary of the Search Process:

With the help and support of the Spalding University community, an exceptional new leader will be recruited.

Your willingness to lend your support to the Board of Trustees, to provide information and opinion to the Search Committee and RPA Inc., to remain aware of the search process as it goes forward, and to participate actively at the appropriate times will assure that the next President is the right choice for Spalding University. As a part of your participation, we hope you will consider whether you know of an individual whose quality, character, and experience would make him or her a good candidate for the presidency. Enclosed in this brochure is a form on which you may submit the nomination of such an individual.

About RPA Inc.

For over 20 years, RPA Inc. has specialized in recruiting higher education professionals. Our firm has been chosen to serve nonprofit clients representing the full spectrum of higher education and other nonprofit organizations. With a commitment to provide services that exceed our clients' expectations; a recruitment team that is enthusiastic, energetic, and skilled; and a search process that is efficient and highly effective—RPA Inc. has established a tradition of success and unparalleled outcomes in the higher education recruitment field.

There is no more important decision in the life of an institution than the selection of a new leader.

As a member of a key constituency of Spalding University, your understanding of the institution's needs and your participation in the process of cultivating and recruiting a highly qualified individual is invaluable. You will have a hand in the identification of a highly skilled professional who can passionately and effectively represent the institution, carry forth the successes already achieved with energy and creativity, and enhance the image of Spalding University as one of the finest universities in the region.

So that you will have an understanding of the process that is being utilized to assure that Spalding University has a diverse, robust, and highly qualified candidate pool from which to select its President, we offer this summary of the search process.

Phase I: Pre-Recruitment Research

Spalding University is a unique institution with a history and culture all its own. Understanding that uniqueness, the strengths and challenges that the University experiences, and the conditions and environment in which it exists, are key to finding the individual uniquely qualified to be the next President.

RPA Inc. will conduct research to gain that understanding. The outcome will be the development of Spalding's presidential prospectus. This profile will be available in print and on the Spalding University Presidential website.

Phase II: Assembling the Candidate Pool

For approximately six weeks, RPA Inc. will concentrate on developing the candidate pool. This highly confidential process includes contacting thousands of individuals by telephone, letter, and email to seek nominations of higher education professionals, nonprofit executives, business professionals, and government leaders. RPA Inc. team members will select from a database that includes individuals in virtually every college and university in the nation, those individuals whose experience, competence, style, and character indicate they would be a good fit for Spalding University. Our experienced recruitment specialists will discuss the opportunity with likely prospects and elicit their candidacies. A key activity during this phase of the search is the receipt of nominations for the position. If you know of an individual whom you would like to nominate, we ask you to fill out the enclosed nomination form.

Phase III: Candidate Evaluation

About ten weeks into the search process, the Search Committee will begin to evaluate the candidate pool and move the most highly qualified candidates forward in the search process. Using uniform, objective evaluation

instruments, the Committee will rank candidates through a multi-tiered process that will reduce the number of candidates in stages. The Committee will recommend the top candidates to the Board of Trustees for consideration. The stages of evaluation include:

- Prequalifying – RPA Inc. consultants conduct structured telephone interviews to assure that applicants have the appropriate qualifications and background to be considered serious candidates for the presidency at Spalding University.
- Semifinalist Review – Undertaken by the Search Committee and facilitated by RPA Inc., this review is based on the candidate's curriculum vita and the outcome of the thorough prequalifying interview. At this point, the Search Committee will reduce the candidate pool to 8 to 12 semifinalists.
- Field Interviews – RPA Inc. senior consultants meet with semifinalist candidates for further in-depth interviews that include an understanding of the candidates' work histories, as well as assessment of each candidate's personal impact, character, communication skills, interest in Spalding University, and other critical factors.
- Reference Checks – RPA Inc. conducts thorough reference checks, speaking with individuals who have worked for and with the candidates and those who have supervised them in the past.
- Finalist Review – RPA Inc. and the Search Committee review the outcome of field interviews and reference checks. The Committee will select three to six candidates to progress to Committee interviews.
- Neutral Site Interviews – The Search Committee and the RPA Inc. senior consultant will meet and interview a small group of outstanding candidates to assess their competencies, presence, fit, and interest in the University.
- Campus Visits – At this stage, three to five candidates and their spouses are invited to visit the campus and meet with University constituencies. The Search Committee will compile data on the reaction of University constituencies to each individual and recommend the candidates that they find acceptable to the Board of Trustees.

Phase IV: Recruiting the President-Elect

While part of the search process is identifying the candidate the University needs and wants, an equally important part is making sure the top candidate wants to become a part of the history of Spalding University. RPA Inc. facilitates the establishment and nurturance of a relationship between the institution and its leading candidate.

To assure that due diligence is met, in-depth, independent confirmation of the academic and employment credentials of the winning candidate, as well as additional reference checks are carried out. The Chair of the Board of Trustees and the Chair of the Search Committee will conduct additional reference checks.

After appropriate negotiations, the Board of Trustees will announce the new President Elect to the Spalding University community.

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