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Greenwood/Asher & Associates, Inc.

EXECUTIVE SEARCH, CONSULTING, AND TRAINING

**EXECUTIVE SEARCH AND RECRUITING
SERVICES PROPOSAL**

RFP #DHRM09-1

for

EXECUTIVE SEARCH CONSULTING SERVICES

COMMONWEALTH OF VIRGINIA



FEBRUARY 2009

**Greenwood/Asher & Associates, Inc.
42 Business Center Drive, Suite 206
Miramar Beach, FL 32550
850 650-2277**

**jangreenwood@greenwoodsearch.com
bettyasher@greenwoodsearch.com**

**** PROPRIETARY INFORMATION IS REDACTED ****

Offeror's Name: Greenwood/Asher & Associates, Inc.	By (Signature in Ink):
Complete Address: 42 Business Center Drive, Suite 206	Name (please print) and Title: Jan Greenwood, President & Partner
	Date: February 20, 2009
City/State/Zip: Miramar Beach, FL 32550	Federal Identification Number: 20-0685960
Telephone Number: 850-650-2277	Facsimile Number: 850-650-2272
Duns Number: 147535772	

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Greenwood/Asher & Associates, Inc.

EXECUTIVE SEARCH, CONSULTING, AND TRAINING

February 20, 2009

Dan Hinderliter
Commonwealth of Virginia
Department of Human Resource Management
James Monroe Building
101 N. 14th Street
Richmond, VA 23219

Dear Mr. Hinderliter:

We would enjoy having the opportunity to work with you to provide Executive Search Consulting Services for the Commonwealth of Virginia. Thank you for allowing Greenwood/Asher & Associates, Inc. the opportunity to present our proposal. We are a women owned firm having extensive experience in executive search, consulting, and training for university systems and campuses. In addition, we have a minority owned Virginia consulting partner firm. My co-owner, Dr. Betty Turner Asher, and I have both served as professors and presidents of universities; I was President of Longwood College now University.

In addition to our corporate headquarters in Florida, our consultants are located strategically around the United States including in Arlington, Virginia and Metro DC. Dr. Betty Asher and I, along with our base of consultants and affiliates, bring both an understanding and awareness of the needs of higher education and an ability to reach out nationally and internationally to identify appropriate candidates.

Our focus is on higher education. We are very current in the market. Examples of states where we have completed searches include Florida, Nevada, Pennsylvania, Minnesota, Mississippi, Kentucky, Ohio, Texas, Rhode Island, California, Maryland, Massachusetts, North Carolina, Florida, Mississippi, Georgia, Missouri, Kansas, New York, and Tennessee.

Examples of research and comprehensive university clients include University of New Mexico, Washington State University, University of South Florida-Lakeland, The University of Texas at Austin, University of Colorado Denver, University of Illinois at Urbana-Champaign, University of Florida, University of Alabama at Birmingham, University of Michigan, University of Connecticut, University of California, Berkeley, Indiana University Bloomington, North Carolina State University, Penn State University, Purdue University, University of Georgia, University of Minnesota, The Ohio State University, University of Kentucky, University of Southern Mississippi, University of Missouri-Kansas City, Missouri University of Science & Technology (formerly University of Missouri-Rolla), University of Nevada, Las Vegas, University of Texas at El Paso, Florida International University, Oklahoma State University, University of Wyoming, Illinois State University, Central Michigan University, Hofstra University, Western Washington University, Florida Gulf Coast University, Edinboro University of Pennsylvania, St. Cloud State University, University of Texas-Pan American, Slippery Rock University of Pennsylvania, Appalachian State University, Suffolk University, University of Texas at San Antonio, University of Baltimore, Northern Kentucky University, Grand Valley State University, Webster University, Cabrini College, Coppin State University, Cheyney University of Pennsylvania, Alcorn State University, Bowie State University, Albany State University, Winona State

University, Delta State University, North Georgia College and State University, Upper Iowa University, Mississippi Valley State University, Delaware State University, and Ramapo College.

In Virginia, we have worked with University of Virginia, George Mason University, Virginia Commonwealth University, University of Mary Washington, and James Madison University. We placed the current Presidents at University of Mary Washington and George Mason University and are expecting to close the search for the President of Virginia Commonwealth University very soon.

We are committed to abiding by all of your policies, including all security and confidentiality agreements. We would be pleased to present our services to you. Please do not hesitate to contact me at 202-746-6987 if you need further clarification on our submission.

Thank you for your consideration of our proposal. For your records, a fact sheet on our company is also enclosed.

Sincerely,

Jan Greenwood

Jan Greenwood, Ph.D.
President & Partner
Greenwood/Asher & Associates, Inc.

EXECUTIVE SEARCH SERVICES

PROPOSED SERVICES:

Greenwood/Asher & Associates, Inc. submits this proposal to assist the Commonwealth of Virginia with Executive Search Consulting Services. We view our client relations as long term, rather than transactional assignments. Often we place a chancellor/president and are retained to conduct searches for members of the CEO's executive and senior level administration.

B. SPECIFIC PROPOSAL REQUIREMENTS

Proposals should be as thorough and detailed as possible so that the Issuing Agency may properly evaluate the Offeror's capabilities to provide the required services. Offerors are required to submit the following items as a complete proposal:

1. **Return the RFP cover sheet and all addenda acknowledgments, if any, signed and filled out as required.**

Cover sheet attached as page 2.

2. **Capability and Skill - Offeror's financial capability, qualifications, and skill to perform the service stated in the proposal, to include but is not limited to:**

- a. **Background information about the company and experience in providing the services described herein.**

Greenwood/Asher & Associates, Inc. (G/A&A) is a global executive search and consulting firm. Our team members have extensive experience in executive search in higher education. We are a women-owned corporation, certified in Florida, Illinois, and Virginia. The founders, Dr. Jan Greenwood and Dr. Betty Turner Asher, and their affiliates have been providing executive search and consulting services for over 53 years. Dr. Greenwood has conducted over 700 searches. Greenwood/Asher and Associates, Inc. consultants have conducted over 1,000 searches. Dr. Greenwood and Dr. Asher have both served as university presidents and been full professors. Our corporate offices are in Northwest Florida and we have an office in Metropolitan D.C.

We have no conflicts of interest or limitations to provide executive search services and are available to begin any search immediately.

We offer this evidence as our ability to complete successfully your assignments:

- Members of the firm have extensive experience with executive search in public and private universities
- We have a proven track record of 97% repeat business from clients and a reputation for accessibility to our clients at all times
- We are committed to excellence in every engagement
- Our database and networks are extensive
- Our methods and processes are efficient
- We are committed to the highest level of professional conduct
- We are committed to a strategic partnership with our clients
- We have the ability to reach prime candidates and "sell" this opportunity

Paragraph B. Sub-number 2.a.

OBJECTIVES:

Greenwood/Asher & Associates, Inc. commits to the following objectives:

- To listen to all stakeholders and make the search a collaborative process;
- To obtain candidates who most completely meet the qualifications as determined by the client;
- To recruit a maximum number of quality applicants from scratch;
- To screen applicants for the desired characteristics and qualities listed in the advertisement(s) and position profile(s);
- To assist in identifying and hiring candidates in a timely fashion; and
- To provide transition assistance and start-up advice.

What you can expect when you choose G/A&A

- Responsiveness from a G/A&A principal and personal attention
- Successful completion of your assignment
- Commitment to excellence
- Cost effective fees
- Timely response to your sense of urgency
- Active pursuit of diversity
- Consulting experience you can trust
- Innovation and flexibility
- Focus on getting the job done

b. Describe how the organization's infrastructure will enable Offeror to provide the quantity and quality of personnel required by the Commonwealth in implementing this contract. Describe organization's key personnel and organizational chart including Account Manager, management (internal and external support) and non management employees that will be utilized to consult, perform and administer the overall executive search consulting services and associated customer services support functions. This information will include but not be limited to:

- **Background information about the company and the number of years in the executive search consulting services business.**

Greenwood/Asher & Associates, Inc. was incorporated in 2004. The founders, Dr. Jan Greenwood and Dr. Betty Turner Asher, and their affiliates have been providing executive search and consulting services for over 53 years. Dr. Greenwood has conducted over 700 searches. Greenwood/Asher and Associates, Inc. consultants have conducted over 1,000 searches.

- **Provide the number of staff that will be involved in the support of the resulting contract.**

Greenwood/Asher & Associates, Inc. has eight employees that operate out of our corporate office. In addition, we have eleven consultants located throughout the nation.

Paragraph B. Sub-number 2.b.

- **Provide resumes of key personnel. Provide key personnel's name, title and the narrative explaining key personnel's functions to be performed in support of this contract. (Account Manager, consulting, customer service functions, billing, etc.)**

The partners of Greenwood/Asher & Associates, Inc. are Dr. Jan Greenwood and Dr. Betty Turner Asher. We are assisted by dedicated consultants and/or affiliates located in offices around the country. Their detailed resumes can be found in Appendix I.

YOUR DEDICATED TEAM LEADERS

Jan Greenwood (202-746-6987), Partner and Lead Consultant

Education

- Florida State University, Ph.D.
- East Carolina University, M.Ed. and B.S.
- Peace College, AA

Additional credentials

- Studied at Harvard's Institute for Educational Management
- Trained in England on Tavistock group methods
- Licensed psychologist in Ohio

Executive search experience

- Led strategy and implemented searches for approximately 17 years as partner, director, and vice president in the Washington, D.C. and Alexandria offices of two different international search firms
- Conducted hundreds of searches for executives in education, health care, nonprofit, information technology, and for corporate boards

Educational experience

- University president in both private and public higher education institutions, including one in the state of Virginia
- Earned tenure and full professor
- K-12 experience as a high school teacher and counselor

Career professional achievements and activities

- Member, Monmouth Board of Trustees, Educational and Faculty Affairs Committee
- Board member for symphony, opera, ballet, United Way, Regional Plan Association, YWCA
- Founding president of the Long Island Sound Foundation
- Associate of the International Alliance
- Former member, corporate board for the Aquarion Company. Served as Chair of the Environmental, Community & Government Relations Committee and member of the Audit Committee
- Board & Executive Committee member, American Council on Education
- Member, Association of Governing Boards President's Advisory Committee and their Commission on Strengthening Presidential Leadership
- Chair, American Association of State Colleges and Universities Policy & Purposes Committee

Paragraph B. Sub-number 2.b.

- Member, Southern Governor's Association Advisory Council on International Education
- Chair, Council of Presidents for Virginia Public Higher Education
- Chair, American Council on Education Executive Search Roundtable

Betty Turner Asher (850-650-2277), Partner and Support Consultant

Education

- University of Cincinnati, Ed.D.
- Western Kentucky University, M.A.
- Eastern Kentucky University, B.A.

Additional credentials

- Studied at Harvard's Institute for Educational Management
- Dartmouth's Executive Management Institute

Executive search experience

- Partnered with Dr. Greenwood and consultants on more than 500 searches

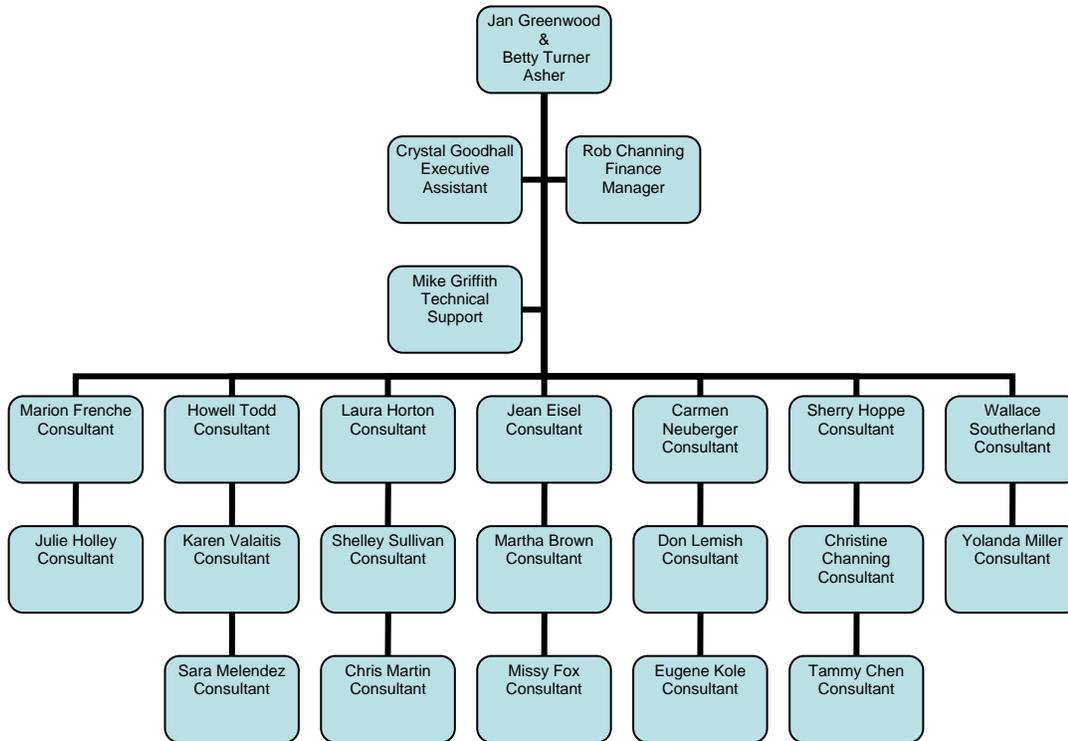
Educational experience

- President, Vice President for Student Affairs, Associate Vice President for Academic Affairs, and other university leadership positions
- Professor of Educational Psychology and Counseling, Associate Professor Counselor Education, and other university teaching positions
- High school English teacher

Career professional achievements and activities

- Owned and served as President of training and consulting firm
- Served on Corporate Boards
- Consultant for Accrediting Commissions
- National Advisory Board of Insuring Tomorrow, National Leadership Inc.
- Presidential Network on International Education, ACE
- Board of Directors, Children's Care Hospital and School Foundation and Sioux Valley Hospital
- Board of Directors, Vermillion Development Corporation
- Board of Directors, Karl E. Mundt Foundation
- Board of Directors, Neuharth Advisory Board
- President's Commission, NCAA

Greenwood/Asher & Associates, Inc.



- **Specific reasons for selecting each of the personnel to be assigned to this contract.**

The co-owners of the firm are involved in all searches and a senior consultant is assigned based on their expertise and workload. We work in teams of three and one of the co-owners attends all search committee meetings.

- **Provide the number and physical location of local/regional office(s) that will service and administer the Commonwealth account.**

We will service and administer this account out of our corporate office:

G/A&A Partners: Dr. Jan Greenwood and Dr. Betty Turner Asher

Name of Firm: Greenwood/Asher & Associates, Inc.

Main Office Address: 42 Business Center Dr., Suite 206

Miramar Beach, FL 32550

Paragraph B. Sub-number 2.b.

Phone: 850-650-2277
Fax: 850-650-2272

- **If applicable, provide the city and state of other offices that will be servicing this account.**

Our office in Arlington, Virginia and Metro DC also will provide support for this account.

- **Provide the number of successful executive employment searches Offeror has placed candidates in 2007 and 2008.**

We have successfully placed 79 candidates in the years 2007 and 2008.

- **Provide the average fill ratio of executive search request filled for other clients.**

Our searches are successful as we stay with our client until they receive the candidate of their choice.

- **Provide the average time to fill request for executive employment searches for other clients.**

We can move a search as fast as the client desires. For example, one search was completed in fifty (50) days. The more typical timeline is three to four months.

- **The Commonwealth prefers Contractor establish one point of contact for servicing the needs of this contract. This should include but not be limited to; where point of contact will be located, how the Commonwealth will communicate with point of contact, how process will operate, if Contractor will provide toll free access, web page, etc.**

The partners, Dr. Jan Greenwood and Dr. Betty Asher, will serve as the points of contact for this contract.

G/A&A Partners: Dr. Jan Greenwood and Dr. Betty Turner Asher

Name of Firm: Greenwood/Asher & Associates, Inc.

Main Office Address: 42 Business Center Dr., Suite 206
Miramar Beach, FL 32550

Phone: 850-650-2277
Fax: 850-650-2272
Cell: 202-746-6987
Email: team@greenwoodsearch.com
Email01: jangreenwood@greenwoodsearch.com
Email02: bettyasher@greenwoodsearch.com

Paragraph B. Sub-number 2.c.

[Confidential information omitted.]

Paragraph B. Sub-number 2.c.

[Confidential information omitted.]

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[Confidential information omitted.]

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[Confidential information omitted.]

Paragraph B. Sub-number 2.c.

[Confidential information omitted.]

BUILDING DIVERSE POOLS:

Greenwood/Asher & Associates, Inc. is committed to sourcing into a market that is as diverse as the client’s position description allows; therefore, the client must consider the position description relative to the market that is available to meet the expectations. The client determines who to interview and is the selector of the candidate of choice. We have built a reputation as being diversity- friendly. We are a women-owned firm with a diverse consulting team and work with national leadership groups advancing the careers of women and people of color. Our database is rich in minority and women sources and prospects. We have cultivated organization partnerships with groups that cater to the needs and interests of minority candidates. We reach out to minority and women caucuses at professional societies in higher education for nominees, and make presentations to diverse groups aspiring to advance their careers. A strong, diverse, informal network is a critical part of any successful diversity recruitment effort. We have developed a specialty area in the placement of university chief diversity officers and recently completed those searches for the University of Virginia, University of Minnesota, University of Michigan, University of Georgia, University of California, Berkeley and University of Missouri at Kansas City. These officers are a source for diversity candidates. We have completed many searches for Hispanic serving institutions and historically Black colleges and universities.

Included in our advertising are publications that reach out to minority candidates.

Examples of diversity hires:

Institution	Position	Diversity Hire
Albany State University	President	Dr. Everette Freeman
Alcorn State University	President	Dr. George Ross
Bowie State University	President	Dr. Mickey Burnim
Cabrini College	President	Dr. Marie Angelella George
California State University – Hayward	Dean, Arts, Letters, and Social Sciences	Dr. Alden Reimonenq
Central Michigan University	Executive Vice President and Provost	Dr. Julia Wallace
Cheyney University of Pennsylvania	President	Dr. Michelle Howard-Vital
Cheyney University of Pennsylvania	Vice President for Human Resources	Ms. Jo-Anne Harris
City University of Hong Kong	Deputy President	Dr. David S. Y. Tong
College of Saint Mary	Vice President for Academic Affairs	Dr. Christine Pharr
Coppin State University	President	Dr. Reginald Avery
Coppin State University	Vice President for Enrollment Management	Dr. Reginald Ross

Paragraph B. Sub-number 2.c.

Coppin State University	Vice President for Student Affairs	Dr. Franklin D. Chambers
Delaware State University	Provost and Vice President for Academic Affairs	Dr. Harry Lee Williams
Delta State University	Provost and Vice President for Academic Affairs	Dr. Ann Lotven
Eastern Kentucky University	President	Dr. JoAnne K. Glasser
Florida International University	Executive Director and University Librarian	Dr. Laura Probst
Florida International University	College of Nursing and Health Sciences Graduate Director	Anahid Kulwicki, DNS
Florida International University	Director of Undergraduate Admissions	Mr. Barry Taylor
Florida International University	Dean of the College of Engineering and Computing	Dr. Amir Mirmiran
Grand Valley State University	Vice President of Equity and Inclusion	Dr. Jeanne Arnold
Illinois State University	Vice President for Academic Affairs and Provost	Dr. Sheri N. Everts
Lincoln College	Vice President for Academic Affairs	Dr. Martha Wilson
Mississippi Valley State University	President	Dr. Donna Oliver
Purdue University	Dean, College of Education	Dr. Maryann Santos de Barona
Saint Anselm College	Executive Vice President	Dr. Suzanne Mellon
San Jose State University	Dean, College of Engineering	Dr. Belle Wei
St. Cloud State University	President	Dr. Roy Saigo
State System for Higher Education, Pennsylvania	Chancellor	Dr. Judy Hample
State University of New York at Albany	Provost & Vice President for Academic Affairs	Dr. Carlos Santiago
State University of New York at Albany	Dean, College of Arts & Sciences	Dr. Joan Wick-Palletier
Suffolk University	Provost and Academic Vice President	Dr. Patricia M. Meservey
Suffolk University	Vice President of Academic Affairs	Janice Griffith, Esq.
Susquehanna University	Dean of Business	Dr. Alicia Jackson
The Ohio State University	President	Dr. Karen Holbrook
University of Alabama at Birmingham	Dean of Nursing	Dr. Noreen Harper
University of Alabama at Birmingham	Dean of Social and Behavioral Sciences	Dr. Jean Ann Linney
University of Baltimore	Vice President for Advancement	Ms. Theresa Silanskis
University of Baltimore	Vice President for Enrollment Management	Ms. Miriam King
University of California, Berkeley	Vice Chancellor for Equity and Inclusion	Dr. Gibor Basti

Paragraph B. Sub-number 2.c.

University of Florida	Provost & Senior Vice President for Academic Affairs	Dr. Janie Fouke
University of Georgia	Associate Provost for Institutional Diversity	Dr. Cheryl Dozier
University of Illinois at Urbana-Champaign	Dean of the Graduate College	Dr. Deba Dutta
University of Illinois at Urbana-Champaign	Provost & Vice Chancellor for Academic Affairs	Dr. Linda Katehi
University of Illinois at Urbana-Champaign	Vice Chancellor of Student Affairs	Dr. C. Renée Romano
University of Mary Washington	President	Dr. Judy Hample
University of Maryland System	President, University of Maryland, Eastern Shore	Dr. Thelma Thompson
University of Michigan	Director of National Center for Institutional Diversity	Dr. Phillip Bowman
University of Michigan	Dean of A. Alfred Taubman College of Architecture and Urban Planning	Ms. Monica Ponce de Leon
University of Michigan	Director, Center for the Education of Women	Dr. Gloria Thomas
University of Minnesota	Vice President For Access, Equity and Multicultural Affairs and Vice Provost	Dr. Nancy “Rusty” Barceló
University of Missouri Kansas City	Deputy Chancellor for Equity, Access and Diversity	Dr. Karen Dace
University of Missouri Kansas City	Vice Chancellor for Academic Affairs and Provost	Dr. Gail Hackett
University of Missouri Kansas City	Director of Affirmative Action	Ms. Grace Hernandez
University of Nevada Las Vegas	Dean of College of Education	Dr. Chris Brown
University of New Mexico	Executive Vice President and Provost	Dr. Suzanne Ortega
University of New Mexico	Vice President for Equity and Inclusion	Ms. Jozi De Leon
University of New Mexico	Vice President for Enrollment Management	Ms. Carmen Alvarez Brown
University of New Mexico	Vice President for Research	Dr. Julia Fulghum
University of South Florida	Campus Executive Officer, St. Petersburg Campus	Dr. Karen White
University of Southern Mississippi	President	Dr. Martha Saunders
University of Tennessee System	Vice President for Academic Affairs and Student Success	Dr. Bonnie Yegidis
University of Texas at El Paso	Director of Admissions	Ms. Luisa Havens
University of Texas at El Paso	Dean of Health Science	Dr. Kathleen Curtis
University of Texas at Pan American	President	Dr. Blandina Cardenas
University of Texas at San Antonio	Dean of the Library	Dr. Krisellen Maloney
University of Texas at San Antonio	Provost	Dr. Rosalie Ambrosino
University of Texas at San Antonio	Vice President of University Advancement	Ms. Marjie M. French

Paragraph B. Sub-number 2.c.

University of Texas at San Antonio	Vice President for Student Affairs	Dr. Gage Paine
University of Texas System	Chancellor	Dr. Francisco Cigarroa
University of Virginia	Chief Officer of Human Resources	Ms. Susan Carkeek
University of Virginia	Vice President for Diversity and Equity	Dr. William Harvey
Washington State University	President	Dr. Elson Floyd
Webster University	Vice President for Development and Alumni Programs	Ms. Faith Maddy
Westfield State College	President	Dr. Vicky Carwein
Winona State University	President	Dr. Judith Ramaley

d. A detailed description of the company's record for successful and unsuccessful search and recruit actions in the public sector.

Our searches that the client wants completed are successful as we stay with our client until they receive the candidate of their choice.

e. Contractor will provide copies of their most recent audited financial statements and annual reports.

Financial reports can be found in Attachment F.

f. Screening, Testing and Performance Indicate which services, tests, etc. are performed and methods used to evaluate. To include but not be limited to skills testing, skill assessments, automated skill matching, personal interviews, college recruiting, reference checks, drug screening, background checks, prior employment verification, employment and assignment performance evaluation. Offeror shall provide confirmation of test validity.

Unless requested to prescreen, we send all candidate applications and nominees to the search committee for consideration and provide supporting documentation of recruitment efforts, including overall market feedback and gender/diversity statistics. We compare potential candidates within a customized matrix (via resume, additional information, and preliminary interviews) with stated characteristics and qualities listed in the position profiles. These are submitted electronically. G/A&A will advise the Search Committee on procedures for accessing candidate files. We recommend the use of password protected websites if possible and that all paper materials are shredded when no longer needed.

In addition to the resume, the cover letter and references, we will provide a list of responses to important questions we have posed to the applicants, and all newspaper headlines to the committee. All information is confidential for the committee's use in evaluating candidates. We will seek and provide any additional information desired by the search committee members on any applicant

We track and manage prospect and candidate information throughout the search process and provide detailed background information on the candidates for these executive level positions.

G/A&A will provide weekly progress reports to the Search Committee and will develop strategic reports to be distributed at key points in the search.

Paragraph B. Sub-number 2.f.

G/A&A will identify the most appropriate candidates and meet with the Search Committee to complete the screening process. G/A&A has created efficient screening procedures and instruments for use by the Search Committee. G/A&A will provide the Search Committee with at least 10 top candidates

We facilitate the interview process with all candidates. There will be a prospect review meeting with the search committee prior to the committee meeting with candidates. Notebooks will also be provided containing information on each candidate interviewing with the committee.

G/A&A will handle applicant/nominee pool logistics and maintain all records for the search, including candidate credentials. We will coordinate all scheduling, prepare interview notebooks, and we will work with hotels, upon request.

We perform reference checks. We conduct 360 degree referencing. At client directive, once a group of finalists is selected, G/A&A may use Fidelifacts, a national company based in Chicago, to verify degree and employment information and search for credit history, and other relevant information. Each candidate authorizes G/A&A to conduct these searches via written authorization forms.

G/A&A's work is driven by the search committee code of ethics that is shared with the search committee. Committee members are asked to subscribe to this code of ethics and confidentiality.

The Fidelifacts information (degree and employment information and credit history) is shared with the hiring authorities and an oral report is provided to the committee.

- 3. Provide a minimum of five (5) references in Attachment A. Three of the five references executive search consulting service is currently being performed. References will include company name, contact name and title, phone number and address, and length of contract, annual billings provided through executive search services, and narrative statement of the scope of services provided. It is important that references include at least three from the public sector and one similar in scope to the Commonwealth and a recent account Offeror has lost with an explanation thereof. These references must also be pertinent to the Offeror's personnel that are to be assigned to this contract. Provide a minimum of (3) references in Attachment B for each subcontractor supplying executive consulting services in conjunction with Offeror. References will include company name, contact name and title, phone number and address, and length of contract, annual billings positions provided executive search services, and narrative statement of the scope of services provided. It is important that references include at least one from the public sector and one similar in scope to the Commonwealth and a recent account subcontractor has lost with an explanation thereof.**

References can be found in Attachment A. Attachment B is not applicable as we do not utilize subcontractors.

- 4. Proposed price for the services described herein. Price should be provided in each of the following two ways:**
 - a. Fixed price per search and/or recruit action.**

As outlined below, we are agreeable to negotiating fixed fees on any contract.

Paragraph B. Sub-number 4.b.

b. Time and materials price associated with each search and/or recruitment action.

Fees: We bill all fees (retainer) over the first three months of the contract period. Service is based on one-third of the total first year's estimated cash compensation for the individual employed, or our minimum fee (\$60,000), whichever is higher. In addition, should other placements result from our search(es), a fee will be assessed based on those hired position(s).

Billing: We will bill the professional fees over the first three months of service. Expenses are billed as incurred. Invoices are due and payable upon presentation and will be presented monthly. The first third of the fee will be due upon signing the contract.

Indirect Expenses: We will be charging 12% of fees for indirect expenses on the search for engagement and administrative assistance.

Overview: All the searches are tailor-made to the needs of the client. We can assist the client in designing a budget for the entire search. Expenditures are based on client requests. The cost of the search will be the fee and indirect expenses plus expenses with receipts based on work requirements as directed by the client.

Greenwood/Asher Expenses: We bill all direct expenses with receipts separately for items such as travel, report reproduction (copying and supplies, research, phone/video/telecommunications, and express mail.

Client Expenses: Additional expenses not included in Greenwood/Asher & Associates fees and indirect expenses will include the following :

These can be invoiced through Greenwood/Asher & Associates, but are client expenses that are directed by client requests:

- **Candidate:** Most clients budget \$500-\$1,000 per person per trip. The client will have to decide how many candidates it wishes to see (e.g. five vs. ten) and should budget accordingly. The travel expenses are actual (with evidence of receipt). Some of our clients have a policy that caps daily hotel and food expenses and requires coach airfare. We are able to provide this type of detailed response and accounting if you prefer.
- **Advertising:** These are not a requirement of the firm, but are placed based on client requirements.
- **Background checks:** Some clients prefer to do part of the background checks themselves, so this cost will vary based on the requirements of the client. We typically coordinate these services for our clients. The services may include degree verification, litigation search, driving record, and credit reports. In general, the cost for the background work (beyond the reference report that is included in the fee) is typically about \$700 per candidate for which the client wants to have reports. The number of candidates for which this verification is done will vary based on needs of clients. Some clients ask that credentials be verified on a single finalist, while others prefer having it done on all those invited for final interviews. We encourage our clients to hire a private investigator and/or conduct additional background work that may be unique to their situation. Our background work meets or exceeds the higher education search industry pattern; however, we are not a private investigatory firm. We can make recommendations for additional services if our clients believe they are needed.

Paragraph B. Sub-number 4.b.

- **Research:** As a part of due diligence, we conduct a review of newspapers for which there is a subscription fee.

5. Any other information which the Offeror feels the Commonwealth should consider in evaluating the proposal. Describe any problems, challenges and impact thereof Offeror foresees in fulfilling contract requirements.

We are very familiar with the Commonwealth and the major challenges facing the executive search industry today is the economy. We see no obstacles we cannot overcome.

6. SWAM Utilization – Summarize the planned utilization of DMBE certified small businesses and businesses owned by women and minorities under the contract to be awarded as a result of this solicitation. Forms for submission of this data are provided as Attachment C herein.

Greenwood/Asher & Associates, Inc. is certified by the Commonwealth of Virginia's Department of Minority Business Enterprise as a Woman Business Enterprise (WBE). Our certification number is 649762. We have a minority owned consulting partner located in Virginia. See Attachment C.

APPENDIX I
THE GREENWOOD/ASHER & ASSOCIATES SEARCH TEAM

Dr. Greenwood and Dr. Asher are assisted by other professional consultants who work with us in specialty practices that mirror university and college organizational charts.

Howell Todd (731-986-3475), Consultant

Education

- University of Illinois at Urbana-Champaign, Ph.D.
- University of Mississippi, M.S.
- University of Tennessee, B.S.

Executive search experience

- Organized and conducted presidential searches for six years for the Tennessee Board of Regents, the governing board for a forty-six campus statewide system of higher education
- Organized and conducted presidential searches for five years for a Board of Regents, of a public higher education system
- Chaired search committee for CEO for a 54 member university organization of denominationally affiliated universities

Educational and Governmental experience

- University president at a Tier 1 *USNEWS* private institution
- CEO of a statewide system of higher education
- Vice Chancellor and Executive Assistant to the Chancellor of sixth largest public higher education system in U.S.
- Senior staff for state legislature
- University mathematics faculty member
- Senior staff for statewide K-12 governing board
- K-12 experience as a high school teacher

Career professional achievements and activities

- SACS Commission on Colleges and member of Steering Committee for Comprehensive Review of Accrediting Standards in 2001
- Chair, Vice-Chair, Committee chair, and Board member of a 54 member denominationally affiliated universities organization
- Chair and Vice-Chair of statewide private colleges organization
- Executive Committee of Statewide Higher Education Officers Organization (SHEEO)
- Secretary-Treasurer and Board Member of National Association of System Heads (NASH)
- Southern Regional Education Board (SREB) member
- National Governors Association (NGA) Science and Technology Council member

Don Lemish (540-434-5083), Consultant

Education

- Ball State University, M.A.
- Ball State University, B.S.

Additional credentials

- Studied at Harvard's Institute for Educational Management
- Licensed private investigator in Virginia

Executive search experience

- Directed and implemented searches for numerous development executives, athletic administrators, and coaches in higher education over a 30-year period
- Conducted searches and hired hundreds of personnel as chief operating officer of a large security services company

Educational experience

- Vice-President/Vice-Chancellor for Institutional Advancement at three public universities
- President and chief executive officer of educational foundation
- Director of Intercollegiate Athletics at NCAA Division I institution
- K-12 experience as high school journalism teacher

Career professional achievements and activities

- Recipient of six CASE/U. S. Steel Foundation Alumni Giving Incentive Awards
- President, James Madison University Foundation, Inc.
- Executive Director, Ball State University Foundation, Inc.
- Executive Director, East Carolina University Foundation, Inc.
- Executive Vice President, Longwood College Foundation, Inc.
- Chairman, Carolinas-Virginia Athletic Conference
- Board of Directors and officer, NCAA Division I-AA Football Athletic Directors Association
- NCAA Division I Certification Peer Reviewer
- ECAC Football Awards Committee
- Chair, Officials Committee, Colonial Athletic Association
- College baseball and football official, 1966 – 1977
- Coach, Semi-pro baseball team
- Board of Trustees and Vice President, The Capital Fund, American Association of State Colleges and Universities
- Chair, Development Advisory Committee, American Association of State Colleges and Universities
- Authored numerous articles for CASE publications
- Authored two books on foundations published by AASCU
- Faculty presenter at numerous CASE and AASCU workshops

Laura Horton (317-633-6777), Consultant

Education

- University of South Dakota, B.S., M.A., Ed.D.

Additional credentials

- Internationally Certified Prevention Specialist
- Certified Alcohol, Tobacco and Other Drug Prevention Specialist (South Dakota)

Educational experience

- Seventeen years in higher education
- Earned tenure and rank of associate professor
- Significant committee work
- Coordinator/Director of several grant projects

Executive search experience

- Participated in searches for administrators and faculty in higher education
- Participated in searches for executives while serving as an executive committee member of a non-profit international board

Career professional achievements and activities

- Vice-President, Secretary and Board Director of an international board that sets standards for addiction and prevention professionals
- Chaired an international committee exploring governance options and policy changes for a large non-profit board
- Belbas-Larson Award for Excellence in Teaching (university's highest funded award for teaching)

Wallace Southerland (919-250-9141), Consultant

Education

- University of Maryland, Ph.D. Candidate
- University of Bridgeport, M.S.
- University of Bridgeport, B.A.

Additional credentials

- Received certificate in leadership training from California State University
- Received certificate in leadership training from *Leadership Omaha*, Omaha, NE
- Received diploma in effective speaking and human relations from Dale Carnegie

Executive search experience

- Interned with and served as apprentice to current co-principal, Jan Greenwood, in an internationally recognized executive search firm in Washington, D.C.
- Participated on campus-based search committees for academic and administrative deans and academic department chairperson

Educational experience

- Served as Assistant to the President to current co-principal, Jan Greenwood
- Ten plus years of progressive leadership and management positions in private, public, Jesuit, small, medium, and large universities

- Provided leadership to and managed administrative units within divisions of Student Affairs and Academic Affairs in universities on both coasts and in the Midwest
- Served as adjunct professor of education teaching research methods

Career professional achievements and activities

- Secured or helped secure \$8 million dollars in grants and fundraising in past seven years
- Member, College is Possible initiative at the American Council on Education
- Presentations and articles (refereed and non-referred) on academic governance and leadership, institutional development, budget strategies and academic freedom
- Provided committee leadership for the creation of institutional policies on Sexual Harassment, Racial Harassment and Affirmative Action
- Developed policies and programs that contributed to increased retention and academic performance of special student populations
- Provided campus and community leadership and oversight of a statewide initiative to increase awareness of educational opportunity programs (e.g., TRIO programs)
- Initiated into Phi Delta Kappa, Howard University Chapter
- Inducted into Omicron Delta Kappa National Leadership and Honor Society
- Created the *first* department-based Latino/a Advisory Board at a Midwest university to help meet the needs of the growing Latino/a population in the public schools

Marion Frenche (301-292-6615), Consultant

Education

- Columbia Union College, B.S. (Degree near completion.)

Executive search experience

- Managed searches for two of the largest international search firms in the Washington, D.C. metropolitan area
- Completed more than 100 searches for executives in education, health care, and information technology in public and private universities, colleges and schools, as well as nonprofit associations and organizations

Career professional achievements and activities

- Conducted executive training with the major health care facilities and hospitals within Northern Virginia and Southern Maryland

Jean Eisel (850-650-9592), Consultant

Education

- The Ohio State University, Ph.D.
- Boston College, M.Ed.
- College of St. Francis, B.A.

Educational work experience

- Associate Dean for Business Schools at AAU public and private institution
- Associate Dean for liberal arts private institution
- Comprehensive experience in student services, admissions, career services and alumni relations
- Directed University, College and MBA Career Programs

- Directed a large Cooperative Education Grant at a Land Grant institution
- External Evaluator for MBA programs and University Career Services Programs
- Experience in International Recruiting

Career professional achievement and activities

- Officer and board member for regional professional associations and community organizations
- Presenter and Panelists at MBA Leadership Conference, EMDS Conference (Paris), MBA Career Services Conference, National Association of Colleges and Employers, Western, Rocky Mountain a Midwest Regional Career and Employer conferences
- Chair person of International MBA Directors Conference, Rocky Mountain and Midwest Conference of Colleges and Employers

Carmen G. Neuberger (202-337-1622), Consultant

Education

- American University, Ed. D., J. D., M. Ed.
- University of Maryland, College Park, B. S.

Additional Credentials

- Studied at Harvard's Institute for Educational Management
- Member, District of Columbia Bar

Executive Search Experience

- Organized and chaired searches for senior student affairs administrators as chief student affairs officer at two different institutions of higher education
- Served on search committees for executive level positions at nonprofit associations of higher education in Washington, D. C.
- Participated in decisions to review recommendations of search firms and successfully select the CEO that best fit the institution

Educational experience

- Executive director of one of the largest national professional associations for student affairs practitioners and faculty
- Senior student affairs officer and dean of students at two different institutions of higher education, one a midsize private urban university and the other a selective liberal arts college in rural, college town environment
- President of non-profit organization with 500 institutional members that engaged in scholarship exchange
- Visiting professor of educational leadership in graduate school of education
- K – 12 experience as a teacher and counselor for special education

Career professional achievements and activities

- Member, Board of Trustees, Western New England College
- Founding Director and Treasurer, Council for the Advancement of Standards in Higher Education
- Public Commissioner, Middle States Association's Commission on Higher Education
- President, National Association for Women Deans, Administrators, and Counselors and recipient of Esther Lloyd Jones Award for Achievement

- Vice President, National Association of Student Affairs Administrators
- Chair, District of Columbia National Identification Program for Women in Higher Education, American Council on Education
- Faculty member, Annual Leadership Program for Asian Pacifics (LEAP) and Higher Education Resource Services for Women (HERS)
- Chair and Team member for more than 12 accreditation visits on behalf of the Middle States Association and Southern Association for Colleges and Schools
- Consultant for more than 20 colleges and universities in the U.S. and abroad, reorganizing student affairs divisions, reviewing legal issues and liabilities, evaluating organizational effectiveness, restructuring health and counseling functions, and reviewing missions and assessment of student learning outcomes
- Board member, United Way and the D. C. Archdiocesan Board of Education
- Recipient of Fund for Postsecondary Education (FIPSI) grant and later, a reviewer for grant proposals to fund alcohol and substance abuse programs
- Cosmos Club new member orientation and activities steering committees
- Former Board member, Watergate East Cooperative, Washington, D. C.
- Legal Volunteer, Counsel of Child Abuse and Neglect, D. C. Superior Court and the American Association for Retired Center for Elder Law
- Achieved membership and represented the American College Personnel Association on the Higher Education Secretariat, a prestigious consortium of over 50 higher education associations

Christine Channing (850-337-1482), Consultant

Education

- University of Louisville, B.A.

Executive search experience

- Assisted on more than forty higher education searches from chief academic officers to department chairs
- Chaired search committees

Educational experience

- Teaching assistant at certified Montessori school

Career professional achievements and activities

- Financial consultant for representatives of a multi-billion dollar corporation in Cincinnati, Ohio
- Conducted leadership training for undergraduates
- Officer for national leadership groups for undergraduates

Karen Valaitis (850-502-4319), Consultant

Education & Certifications

- Masters in Business Administration, Cleveland State University
Beta Gamma Sigma Honor Society
- Bachelor of Science, Allied Health Respiratory Therapy, Ohio State University
- Recruiting Arts and Practices Training Program, Beabout CPC, CSP
- Licensed Community Association Manager (CAM), State of Florida

Executive search experience

- Organized and managed searches for management and physician positions in non-profit healthcare, education, and research facilities
- Conducted searches for health care executives in nationally recognized tertiary-care centers

Career professional achievements and activities

- Hospital Administrator - responsible for P&L with \$50 million in patient billings, 45 physician staff, and all academic training programs
- Research Program Administrator for over 10 laboratories and all peer-reviewed research grants
- Patent Commercialization Officer - management and oversight of an intellectual property portfolio for next generation neurosurgical tools, devices, and methods
- Strategic Planning Committee member for a statewide Spine Center network
- Planning and execution of a Gamma Knife Center of Excellence; Achieved approval for Certificate of Need (CON) from the Department of Health and the Health Systems Agency
- Business planning for development of a comprehensive Neuroscience Center of Excellence
- Member and speaker for the Academic Practice Assembly and American Neurological Association Business Managers Meeting

Sherry L. Hoppe (931-216-0489), Consultant**Education**

- University of Tennessee at Knoxville, Ed.D.
- University of Tennessee at Chattanooga, M.Ed.
- University of Tennessee at Chattanooga, B.S.

Educational Work Experience

- 20 years as president at both university and community college levels
- Chief academic officer
- Dean of Administrative and Student Services
- High school teacher and counselor
- Extensive fund-raising experience

Career professional activities

- Commission on Colleges, Southern Association of Colleges and Schools (6 years)
- Executive Council, Commission on Colleges, SACS (3 years)
- State-wide strategic planning group for sixth largest system of higher education system in America
- Board of Trustees, SACS (1 year)
- Board chair for a medical center, chamber of commerce, community development council, industrial development board
- Board member, three chambers of commerce; community foundation; regional American Heart Association, Multiple Sclerosis Society, Boy Scouts of America, American Lung Association

- Board member, economic development groups, including Chattanooga Venture, Technology 20/20, Tennessee Resource Valley, two regional economic development councils, and a downtown district partnership
- Bank advisory boards
- President, NCAA Division I intercollegiate athletic conference
- Biographer of a civil rights activist

Martha Brown (402-614-1141), Consultant

Education

- University of Nebraska, Ph.D.
- Arizona State University, Master of Counseling
- Montana State University, BS

Educational work experience

- Vice President for Student Affairs at two private universities
- Vice President for Planning, Assistant to the President, Vice President for Student Development at private institutions
- Student development and academic assistance positions (middle management) at private and public institutions
- Adjunct faculty in doctoral program; served on student doctoral committee
- Institutional regional accreditation coordinator; served as external evaluator for regional accreditation body
- Developed and led campus-wide quality improvement teams
- Developed and led student retention efforts and analysis
- Responsible for institutional community outreach efforts and programs
- Experience in strategic planning, project management, and staff development.
- Grant proposal development and administrative oversight

Career professional achievement and activities

- Officer, conference coordinator, and board member for regional professional associations and community organizations
- Presenter and panelist at national, regional, and state-wide conferences and symposiums
- State coordinator and conference coordinator of state-wide National Women in Higher Education Leadership organization
- Facilitated team building and leadership development sessions for community organizations; certified to use Myers-Briggs Personality Type Indicator

Yolanda Miller (850-337-1481), Consultant

Education and Certification

- St. Mary's University, San Antonio, TX, Master of Science - Public Administration
- Howard University, Washington, DC – Bachelor of Business Administration – Management
- Certified Purchasing Manager (C.P.M.)
- Certified Public Purchasing Officer (CPPO)

Educational and career work experience

- Director of Purchasing and Distribution Services at a Public Institution
- Managed Purchasing/ Contracts, Mail Services, Warehouse/ Central Receiving, Historically Underutilized Program, Records Management and Purchasing Card Program
- Co-chair Diversity and Affirmative Action Committee
- Chaired and served on search committees
- Coordinated business planning for a wide array of university activities
- Experience in city government, public utilities, and private industry
- Staff Assistant to U.S. representative

Career professional achievement and activities

- Top 25 in state for spending with historically underutilized businesses for past 4 years
- Awarded “Excellence in Procurement Award” by NIGP in 2005 and 2006

Chris Martin (706-534-0046), Consultant

Education

- Georgia State University, J. Mack Robinson College of Business, MBA
- University of North Carolina at Chapel Hill, BA, Psychology

Executive Search Experience

- Led and managed executive search assignments for over 11 years in higher education, collegiate athletics, health care, nonprofit, consumer markets, and sports and entertainment.
- Founded and managed boutique search firm specializing in searches for senior leadership in health care, higher education, and collegiate athletics.
- Conducted searches for financial officers, sports and entertainment executives, and nonprofit senior leadership for leading international search firm.

Career Professional Achievements and Activities

- Board and executive committee member, Five Points Press, Inc.
- Former advisory board member, Longstreet Press, Inc.
- Member, Toastmasters International
- Member, National Football Foundation & College Hall of Fame
- Member, American College of Healthcare Executives (ACHE)
- Member, Georgia Association of Healthcare Executives (GAHE)

Missy Fox (706-534-0046), Consultant

Education

- University of Georgia, Bachelor of Business Administration

Executive search experience

- Led marketing and business development efforts in the areas of development and fund-raising and collegiate athletics for higher education
- Completed searches for athletic administrators within the NCAA
- Recruited top executives in human resources, engineering, sales & marketing, administration and product development within the healthcare sector ; organized

and conducted searches from start to finish including all phases of candidate development recruiting, screening, interviewing, reference checking and closing all qualified candidates

- Placed numerous candidates for Fortune 500 medical equipment manufacturers
- Developed recruiting strategies that included research, cold calls, referral networking and other activities to identify top talent
- Managed all relationships with clients and candidates

Career professional achievements and activities

- Founding partner of a boutique executive search firm that specialized in higher education and collegiate athletics
- Toastmasters International
- Committee member for annual American Cancer Society fundraiser

APPENDIX II
REPRESENTATIVE LIST OF CLIENTS WE HAVE WORKED WITH THROUGHOUT
OUR EXECUTIVE SEARCH EXPERIENCES:

Air University	Drexel University
Albany State University	East Carolina University
Alcorn State University	Eastern Illinois University
American Psychological Association	Eastern Kentucky University
American University	Edinboro University of Pennsylvania
Appalachian State University	Florida Atlantic University
Arizona State University	Florida Board of Education
Augustana College	Florida Gulf Coast University
Baylor University	Florida International University
Bellarmino College	Fordham University
Board of Education for New York City	Foundation for a Healthier Kentucky, Inc.
Bowie State University	Franklin College
Boys & Girls Clubs of America	Franklin Institute Science Museum
Cabrini College	George Mason University
California State University - Hayward	Georgetown University
Center for Creative Leadership	Goucher College
Central Michigan University	Grand Valley State University
Cheyney University in Pennsylvania	South Carolina Governor's School of Arts and Humanities
Chicago State University	Hofstra University
City University of Hong Kong	Illinois State University
Clarion University	Independent Sector
Coastal Carolina University	Indiana University
College of Saint Mary	Indiana University of Pennsylvania
Collegis	James Madison University
Colorado State University	Kentucky Council on Postsecondary Education
Columbia University	Kentucky Wesleyan College
Columbus College of Art & Design	Lansing Community College
Columbus State Community College	Lehigh University
Commissioner of Higher Education for Rhode Island	Lincoln College
Conference Board, Inc., The	Louisiana State University
Coppin State University	Loyola College in Baltimore
Delaware State University	Marietta College
Delta State University	

Michigan State University
Minnesota State Colleges & Universities
Mississippi College
Mississippi Institutions of Higher Learning
Mississippi University for Women
Mississippi Valley State University
Missouri University of Science and
Technology
Monmouth University
Mount Union College
National Industries for the Blind
National Judicial College
Nebraska Wesleyan University
New York University
Newbury College
North Carolina Agricultural & Technical
State University
North Carolina State University
North Georgia College and State
University
Northern Kentucky University
Ohio Board of Regents
Ohio State University, The
Ohio State University Newark, The
Ohio University
Oklahoma State University
Pennsylvania State System of Higher
Education
Pennsylvania State University
Purdue University
Ramapo College of New Jersey
Reader's Digest Association
Rowan University
San Jose State University
Southeastern Louisiana University
Southern Illinois University, Carbondale
Saint Anselm College
St. Cloud State University

St. John Fisher College
St. Louis Science Center
State of Ohio Department of Education
State System of Higher Education,
Pennsylvania
State University of New York at Albany
State University of New York at Buffalo
Stephen F. Austin State University
Suffolk University
Susquehanna University
Sweet Briar College
Towson University
Tulane University
Union Institute, The
University and Community College System
of Nevada
University of Alabama at Birmingham
University of Baltimore
University of California, Berkeley
University of Central Florida
University of Colorado at Denver
University of Connecticut
University of Florida
University of Georgia
University of Illinois
University of Illinois, Urbana-Champaign
University of Kentucky
University of Louisville
University of Mary Washington
University of Maryland-Baltimore County
University of Maryland-Eastern Shore
University of Maryland-College Park
University of Michigan
University of Minnesota
University of Minnesota-Crookston
University of Mississippi Medical Center
University of Missouri System

University of Missouri-Kansas City
University of Missouri-Rolla
University of Nebraska-Omaha
University of Nevada Las Vegas
University of New Mexico
University of North Carolina-Chapel Hill
University of North Carolina-Charlotte
University of South Florida, Lakeland
University of South Florida, St. Petersburg
University of Southern Colorado
University of Southern Mississippi
University of Tennessee
University of Tennessee System
University of Texas Arlington
University of Texas Austin
University of Texas Brownsville
University of Texas El Paso
University of Texas Pan American
University of Texas San Antonio
University of Texas System

University of Virginia
University of Wisconsin-Milwaukee
University of Wyoming
Upper Iowa University
Valdosta State University
Virginia Commonwealth University
Washburn University
Washington State University
Webster University
West Chester University of Pennsylvania
West Virginia University
Western Michigan University
Western Washington University
Westfield State College
Winona State University
Wright State University
Yeshiva University
Yonkers Public Schools
Youngstown State University

APPENDIX III
GREENWOOD/ASHER & ASSOCIATES CONSULTING AND TRAINING
OPTIONS

The consultants and affiliates of Greenwood/Asher & Associates, Inc. have conducted more than 1,000 studies, workshops, seminars, and/or training sessions for over 2,000 institutions.

Examples include:

- Governance studies
- Institutional planning
- Board of Trustees workshops
- Executive evaluations
- Compensation studies
- Policy analysis and development
- Organizational structure studies
- Strategic and tactical leadership initiatives
- Benchmarking studies
- Curriculum studies
- State-wide needs of Nursing Faculty
- Faculty Recruiting

ATTACHMENT A

OFFEROR DATA SHEET

The following information is required as part of your response to this solicitation. Failure to complete and provide this sheet may result in your proposal being scored lower.

Qualification: The vendor must have the capability and capacity in all respects to satisfy fully all of the contractual requirements.

Vendor's Primary Contact: Name: Jan Greenwood Phone: (850) 650-2277

Years in Business: Indicate the length of time you have been in business providing this type of good or service: 5 Years 0 Months

Vendor Information: FIN or FEI Number: 20-0685960 Company, Corporation, or Partnership.

Social Security Number: n/a If Individual

Indicate below a listing of at least five (5) current or recent accounts, either commercial or governmental, that your company is servicing, has serviced, or has provided similar goods. Include the length of service and the name, address, and telephone number of the point of contact.

A. Company: University of Mary Washington Contact: Judy Hample, President

Phone: (540) 654-1301 Fax: (540) 654-1076

Project: Executive Search Services – Provost & Vice President for Advancement

Dates of Service: 12/2008 to present \$ Value: \$126,667.00 (combined)

B. Company: University of Mary Washington Contact: J. William (Bill) Poole, BOV Rector

Phone: (540) 373-7283 Fax: (540) 373-0689

Project: Executive Search Services – President of the University

Dates of Service: 09/2007 to 03/2008 \$ Value: \$92,500.00

C. Company: James Madison University Contact: Linwood H. Rose, President

Phone: (540) 568-6868 Fax: (540) 568-2338

Project: Executive Search Services – Dean of Visual and Performing Arts

Dates of Service: 09/2007 to 03/2008 \$ Value: \$60,000.00

D. Company: James Madison University Contact: Dr. A. Jerry Benson, Search Chair

Phone: (540) 568-3283 Fax: (540) 568-2747

Project: Executive Search Services – Dean of Visual and Performing Arts

Dates of Service: 09/2007 to 03/2008 \$ Value: \$60,000.00

E. Company: Virginia Commonwealth University Contact: Edward H. Bersoff, Search Chair

Phone: (804) 828-1200 Fax: ()

Project: Executive Search Services – President of the University

Dates of Service: 10/2008 to present \$ Value: \$95,000.00

ATTACHMENT C

SMALL BUSINESS SUBCONTRACTING PLAN

Definitions

Small Business: "Small business" means an independently owned and operated business which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. Note: This shall not exclude DMBE-certified women- and minority-owned businesses when they have received DMBE small business certification.

Women-Owned Business: Women-owned business means a business concern that is at least 51% owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, and both the management and daily business operations are controlled by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law.

Minority-Owned Business: Minority-owned business means a business concern that is at least 51% owned by one or more minority individuals or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.

All small businesses must be certified by the Commonwealth of Virginia, Department of Minority Business Enterprise (DMBE) by the due date of the solicitation to participate in the SWAM program. Certification applications are available through DMBE online at www.dmbv.org (Customer Service).

Offeror Name: Greenwood/Asher & Associates, Inc.

Preparer Name: Jan Greenwood **Date:** February 20,2009

Instructions

- A. If you are certified by the Department of Minority Business Enterprise (DMBE) as a small business, complete only Section A of this form. This shall not exclude DMBE-certified women-owned and minority-owned businesses when they have received DMBE small business certification.
- B. If you are not a DMBE-certified small business, complete Section B of this form. For the offeror to receive credit for the small business subcontracting plan evaluation criteria, the offeror shall identify the portions of the contract that will be subcontracted to DMBE-certified small business in this section. Points will be assigned based on each offeror's proposed subcontracting expenditures with DMBE certified small businesses for the initial contract period as indicated in Section B in relation to the offeror's total price.

Section A

If your firm is certified by the Department of Minority Business Enterprise (DMBE), are you certified as a (check only one below):

- Small Business
- Small and Women-owned Business
- Small and Minority-owned Business

Certification number: 649762 Certification Date: 7/1/2006

Section B

Populate the table below to show your firm's plans for utilization of DMBE-certified small businesses in the performance of this contract. This shall not exclude DMBE-certified women-owned and minority-owned businesses when they have received the DMBE small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.

NOT APPLICABLE

B. Plans for Utilization of DMBE-Certified Small Businesses for this Procurement

Small Business Name and Address DMBE Certificate #	Status if Small Business is also: Women (W), Minority (M)	Contact Person, Telephone & Email	Type of Goods and/or Services	Planned Involvement During Initial Period of the Contract	Planned Contract Dollars During Initial Period of the Contract
Totals \$					

ATTACHMENT D

Proprietary/Confidential Information Identification

Trade secrets or proprietary information submitted by an offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the offeror must invoke the protections of Trade secrets or proprietary information submitted by an offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the offeror must invoke the protections of § 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data or other material is submitted. The written notice must specifically identify the data or materials to be protected including the section of the proposal in which it is contained and the pages numbers, and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. In addition, a summary of proprietary information submitted shall be submitted on this form. The classification of an entire proposal document, line item prices, and/or total proposal prices as proprietary or trade secrets is not acceptable. If, after being given reasonable time, the offeror refuses to withdraw such a classification designation, the proposal will be rejected. The purpose of providing a redacted version of proposals is to facilitate public information requests.

We invoke the protections of Section 2.2-4342 F. of the *Code of Virginia* for **the response to Paragraph B, Sub-number 2.c., located on pages 10 through 26 and for Attachment F, Greenwood/Asher & Associates Financial Statements**, based on the fact that they contain information that is both trade secret and proprietary to Greenwood/Asher & Associates, Inc.

SECTION/TITLE	PAGE NUMBERS	REASON(S) FOR WITHHOLDING FROM DISCLOSURE
Paragraph B. Sub-number 2.c.	Pages 10-16	This information contains our methodology and is trade secret.
Attachment F, Greenwood/Asher & Associates Financial Statements	Pages 44-49	This information is confidential.

ATTACHMENT E
ADDENDA ACKNOWLEDGEMENT

Request for Proposals: Executive Search Consulting Services
RFP # DHRM09-1
Issued: February 9, 2009

ADDENDUM # 1
Issued: February 10, 2009

This Addendum incorporates the following corrections to the RFP.

GENERAL

The proposal submission date and time are changed to 2:00 PM local prevailing time on Wednesday February 25, 2009.

Reference to Department of Accounts (DOA) in item VI, c. should be changed to Department of Human Resource Management (DHRM)

The question has been asked if Higher Education is included in this RFP.
Answer: Use of any contract developed from this RFP is at the discretion of each state entity.

Jan Greenwood, President & Partner

**ATTACHMENT F
GREENWOOD/ASHER & ASSOCIATES FINANCIAL STATEMENTS**

CONFIDENTIAL

[Confidential information omitted.]