



VIRGINIA MILITARY INSTITUTE

Response to Proposal #V211-24-045

Executive Search Services - Athletics



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February 28, 2024

Brigadier General Dallas B. Clark
Deputy Superintendent for Finance and Support
Virginia Military Institute
c/o Procurement Services
330 Parade Avenue, Smith Hall #314
Lexington, VA

Dear Brig. Gen. Clark:

This letter will serve as a brief introduction to Buffkin / Baker as it relates to the Virginia Military Institute's request for proposal for Executive Search Services – Athletics (RFP #V211-24-045). We appreciate the opportunity to submit a proposal, and we would be honored to partner with VMI.

At Buffkin / Baker, we have made a conscious effort to be a firm that provides a boutique-driven service, backed by search professionals with significant experience. While other firms may rely on developing scale, we pride ourselves on maintaining a size that lends itself to agility, creativity, responsiveness, integrity, and a commitment to exceptional execution.

With team members in NC, TN, VA, and MA, the higher education team at Buffkin / Baker is a dedicated group of full-time search professionals who have collectively over 130 years of executive search experience and have conducted over 900 searches for colleges and universities. Therefore, our comprehensive search methodology, our specific experience outlined in this proposal, and our knowledge of higher education in Virginia and the surrounding regions, position us well to successfully assist VMI in recruiting leaders in athletics.

We appreciate your consideration of Buffkin / Baker, and we would be delighted to partner with VMI. Please let me know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Carrick". The signature is fluid and cursive, written in a professional style.

Kenneth D. Carrick, Jr., Partner

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RFP Section VI. B. 1. Submit the RFP cover sheet and all addenda acknowledgements, if any, completed and signed as required.

Virginia Military Institute
Lexington, Virginia 24450-0304

REQUEST FOR PROPOSALS
RFP# V211-24-045

Issue Date: 29 January 2024
Title: VIRTUAL POST TOUR
Due Date: 29 February 2024 at 2:00 PM EST
Commodity Codes: 91806 CONSULTING SERVICES
96130 SEARCH FIRM SERVICES

Issuing Agency: Virginia Military Institute
Procurement Services
330 Parade Avenue, Smith Hall #314
Lexington, VA 24450

Period of Contract: **Date of Award** through **30 June 2029** (Annually Renewable Thereafter for five (5) successive one (1) year renewals.)

Responses are to be submitted electronically through www.eva.virginia.gov. One redacted copy of the proposal including all attachments in accordance with the *Virginia Freedom of Information Act* is to be delivered to VMI electronically at procurement@vmi.edu.

PRE-PROPOSAL MEETING - There will be no pre-proposal conference held for this solicitation. Questions are to be submitted using the **Understanding of Requirements form** and emailed to procurement@vmi.edu (Appendix A)

In Compliance With This Request For Proposal And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services In Accordance With The Attached Signed Response Or As Mutually Agreed Upon By Subsequent Negotiation.

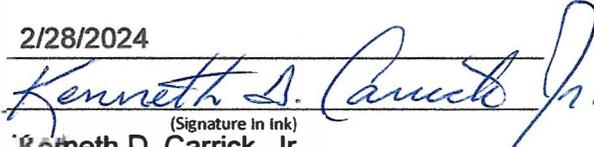
Name and Address of Firm:

Buffkin and Associates, LLC; DBA Buffkin / Baker

10 Cadillac Drive, Suite 190

Brentwood, TN Zip Code: **37027**

Date: 2/28/2024

By: 
(Signature in Ink)
Name: **Kenneth D. Carrick, Jr.**
(Please Print)

Title: Partner

EVA Vendor ID or DUNS number VS0000208403

Phone: (704) 236-0659

E-mail: ken@buffkinbaker.com

Fax: () None

Minority Vendor: Woman owned: Small Business SWaM Certification Number:

Note: This public body does not discriminate against faith-based organizations in accordance with the Code of Virginia, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

RFP Section VI. B. 2. Plan and methodology for providing the goods/services as described in Section V. Statement of Needs of this Request for Proposal.

We provide a comprehensive search process as described below. For every search we conduct, one of our goals is to identify and recruit the most qualified leader. Therefore, *since each search is unique, we do not rely on boilerplate tools and resources for determining candidates for a search.* We offer a tailored, high-quality, personalized professional service and take pride in being available advisors to our clients. Additionally, we can customize this process to meet the unique requirements of VMI. To the best of our knowledge, the process we employ can/does encompass all items in RFP Section V. Statement of Needs.

Process Overview: Our search process has essentially four phases:

1. **Understanding the need and finalizing the position profile.** It is critically important for us to listen to stakeholders to understand the VMI's needs relative to the search/position. We will work with the Search Committee and/or hiring administrator to identify the stakeholders from whom we need to solicit input.
2. **Sourcing candidates.** We source candidates mainly through proactive means, but we also utilize appropriate postings.
3. **Evaluating candidates and advising our client.** Candidates are not presented to our VMI until they have been personally interviewed (via Zoom or in-person). We assist and/or advise our clients regarding candidate/client interviews.
4. **Closing the search and advising our client.** Includes reference checks, background checks, and offer assistance.

Detailed Description of Buffkin / Baker's Services

DEFINE OBJECTIVES AND SPECIFICATIONS

- **Understand the mission, opportunities, challenges, and goals of VMI.** The cornerstone of any successful search is getting a deep understanding of the institution, its culture, and the challenges and opportunities. It is important we meet with the appropriate constituents to get an accurate and detailed picture of VMI from a historical, current, and forward-looking perspective. We must have a clear understanding of VMI's needs and requirements to represent the institution and market the search. **Develop relationship with search committee and/or the hiring administrator.** Developing rapport with the search committee, the hiring administrator, and/or Board through regular, open, and transparent communication is instrumental to the success of the search and we pride ourselves on providing a relationship-based, advisory service, thereby applying our expertise and experience(s) to assist in these important recruiting endeavors. We prefer to be active advisors, partnering with the search committee, the hiring administrator, and/or the Board to work on behalf of VMI to ensure that the search process is thorough, effective, efficient, and results in VMI hiring the candidate of choice. We are in regular communication with the search committee (and any other designated individuals), and we participate, unless otherwise requested not to, in every substantive meeting regarding the search. We work closely with the search committee in all phases of the search to include assisting in scheduling meetings and developing candidate evaluation forms, interview questions, interview evaluation forms, and advising on schedules for campus visits with finalists.

2. Plan and methodology for providing the goods/services as described in Section V. Statement of Needs of this Request for Proposal. (continued)

- **Develop a leadership profile.** We will use the information gleaned from our due diligence to develop a detailed leadership profile/position description. This custom-tailored position description will present a compelling profile of the role and the unique talents, experience, and personal and professional characteristics required.

IDENTIFY AND ASSESS CANDIDATES

- **Original research and candidate identification.** We begin every search with original research. Even though we have been in contact with thousands of individuals over the years and maintain an extensive database, we conduct fresh, creative research early in an engagement to guarantee that we have current, thorough, and deep information regarding the discipline/function for which we are recruiting. *Therefore, we utilize both passive and proactive sourcing techniques.* For passive sourcing, we utilize appropriate website postings. However, proactive sourcing is where we find most of our candidates; those candidates who are not actively or aggressively seeking to change jobs. Every search, and each institution, has its own identity, and our proactive, customized research and outreach to the marketplace reflects the specific needs of the client organization. Our extensive experience and knowledge of all aspects of higher education administration allow us to develop an extensive, inclusive, efficient, and targeted sourcing strategy. We not only target institutions and potential candidates, but also organizations and individuals who may be good referral and/or networking sources.
- **Ensure qualified and diverse candidates.** Our search process is proactive and inclusive, beginning with our customized research and outreach to the marketplace. Our firm is committed to the goal of equal employment opportunity as established by various federal and state laws and regulations. But beyond the legal requirements, we are committed to providing our clients with a group of diverse candidates for consideration. We have a strong commitment to diversity and identifying candidates from underrepresented candidates; but also to identifying individuals who will promote an inclusive, respectful, safe, accessible, and welcoming environment across the institution.
- **Candidate development.** Regardless of whether a potential candidate is identified through passive or proactive sourcing, our search professionals provide a high-touch, tailored search process that is rooted in extensive conversation with prospective candidates. It is important for candidates to have an accurate picture of the institution, as well as a clear understanding of the desired attributes and experiences as they reflect upon their backgrounds and skillsets. We obtain an understanding of potential candidates' accomplishments, capabilities, strengths and weaknesses, and potential for advancement through resume review, telephone screens, and personal interviews. In addition, through in-depth conversations, prospective candidates can judge institutional alignment with their backgrounds and interests.

CANDIDATE PRESENTATION

- **Present the best qualified candidates to VMI.** In addition to the application materials submitted by the candidate, we provide an evaluation report, via oral review by the search consultant, describing the experiences and qualifications of each candidate. The documents that are included in our candidate presentation are most often shared via a confidential client portal which is accessible by members of the

2. Plan and methodology for providing the goods/services as described in Section V. Statement of Needs of this Request for Proposal. (continued)

client organization whose access to that information has been approved. The maintenance of confidentiality, as allowable by applicable laws, throughout the search process is ensured through this private website. Ensuring this confidentiality, where necessary and allowed during the search process, is a priority for Buffkin / Baker. Members of the search team will also meet with the Search Committee, hiring administrator, and/or Board to discuss the candidates presented.

CANDIDATE INTERVIEWS AND CAMPUS VISITS

- **First round of confidential interviews.** Our search professionals will work with the search committee to develop a list of questions for the first round of interviews. In addition, our team will help develop a screening instrument for the members of the committee to use to help assess each candidate. Our consultants normally participate in these interviews as VMI's advisor and we coordinate all the scheduling and logistics for committee members and candidates, including, when appropriate, travel, meeting space, meals, and hotel accommodations. The majority of candidates we present to clients are not only employed but are also not actively looking to make a change in employment. We make every effort to protect candidate confidentiality without compromising our client's search. During the client/candidate interview process, prudent scheduling is of utmost importance to ensure that the candidates remain unknown to one another and the public until FOIA requirements (if any) dictate the disclosure of the names of finalist candidates. In these cases, we make sure that candidates are made aware, early in the process, of any possible disclosure points in the timeline. Since Buffkin / Baker has significant experience working on confidential and public searches, for both public and private sector organizations, we are skilled at managing these situations.
- **Campus/Site visits with finalists.** After the first round of interviews, the Search Committee will narrow down the pool to a smaller group of candidates to invite to campus. Depending on the search process utilized, and state or institution requirements, these visits may or may not be public. We will also assist with the scheduling and coordination of these visits, including travel and hotel accommodations for candidates.

CONCLUSION OF SEARCH AND CANDIDATE FOLLOW-UP

- **Conduct reference checks on final candidates.** We speak directly with individuals who are in a position to evaluate the candidate's performance.
- **Verify candidate credentials and backgrounds.** With the approval of the final candidates, it is our practice to conduct a background check which includes MVR, degree verification, employment verification, SSN, County Criminal, Federal Criminal, Nationwide Criminal, Statewide Criminal, Sex Offender Registry, and Credit History. We can also conduct media and social media checks if requested.
- **Recruit the preferred candidate.** We are very involved in working with VMI in concluding the search process, including salary and benefit negotiations, when appropriate.
- **Candidate notification.** At the appropriate time, notify candidates who do not move forward in the process.
- **Onboarding.** Buffkin / Baker will conduct a brief review at a selected times after the new leader starts their position to help ensure a successful transition.

2. Plan and methodology for providing the goods/services as described in Section V. Statement of Needs of this Request for Proposal. (continued)

Our Strategy

Our recruitment strategy is proactive and targeted and does not rely solely on advertisements or candidates who are seeking employment. Instead, we use a variety of methods to source suitable candidates based on the desired profile for the role. Every search, and each institution/organization, has its own identity, and our proactive, customized research and outreach to the marketplace reflects the specific needs of the client organization. Our extensive experience and knowledge of all aspects of higher education administration allow us to develop an extensive, inclusive, efficient, and targeted sourcing strategy. We not only research and identify target institutions and potential candidates but also organizations and individuals who may have referrals.

When searching, we first cast a wide net, typically reaching out to 500 - 1000 potential candidates and sources to invite interest, begin conversations, or solicit referrals. This approach helps us achieve two goals. First, it is a way to showcase VMI's achievements and encourage candidates to explore the institution. Secondly, it activates our network by prompting individuals not only to respond but also to share the opportunity with others they know. As the search progresses, the funnel narrows down to the most promising prospects and nominees. We maintain multiple contacts with the target group, increasing the frequency as we build the strongest slate possible.

As candidates progress through the search process, the information we obtain expands to include phone screen assessments, video interviews, reference checks, and background checks. Media checks can also be added.

In summary:

- Our sourcing strategy is customized to fit the unique needs of each opportunity. We employ strategic and creative methods to reach and connect with candidates who possess the right profile and institutional fit.
- Our extensive search experience has enabled us to build a vast network in each of the areas we specialize in, including institutions that are similar, or larger, in size and complexity to VMI. Our professionalism and positive interactions with both candidates and sources have earned us respect, resulting in a high call-back rate.
- If our initial approach fails to attract the caliber of candidates we desire, we pivot and adjust, consistently monitoring our progress.
- We are always proactive and persistent, never relying solely on responses to advertisements.

As a firm, we are committed to the principles that have always been the hallmark of our practice: safeguarding the integrity of a thorough search process, conducting proactive outreach to engage and develop diverse pools of candidates, honoring the trust that our clients place in us, treating every prospective candidate fairly, and adhering to the highest ethical standards.

Our company takes pride in our **less than one percent failure rate** in our searches, and we make sure to do everything in our power to avoid the possibility of a mismatch. Our philosophy is that there should be no surprises throughout the process, and we are adept at anticipating and avoiding pitfalls and obstacles to success.

2. Plan and methodology for providing the goods/services as described in Section V. Statement of Needs of this Request for Proposal. (continued)

As a testament to our quality client service and successful outcomes, more than 90% of our current clients are repeat clients. Please note the evidence of these repeat clients can be determined from the sample search list presented in this proposal.

Approximate Timeline

Our goal is to conduct every search as thoroughly, efficiently, effectively, and as fast as possible without sacrificing the quality of service that we are known for providing. The Buffkin / Baker search team will give their best efforts to provide VMI with a group of exceptional candidates. Below is approximate timing for the search activities. This chart incorporates, with a brief description, all the activities described above under our process description. We have the flexibility to customize this timeline to fit the needs of VMI relative to the athletics searches. Once retained on a specific search, we will work with VMI to finalize a more specific timeline. Please note that, in practice, some of these activities will overlap periods. Once we present recommended candidates, the timing of the remainder of the search is very dependent upon the availability and decision-making processes of the Search Committee and the candidates.

<p>Month One (Partial Month) Planning and Preparation</p>	<p>Months One (partial), Two, and Three (partial) Recruitment of Candidates</p>
<ul style="list-style-type: none"> • Consultants gather information from stakeholders. • Position profile is written, submitted, and approved by the search committee. Develop search strategy. • Research to build a diverse pool of qualified potential candidates. 	<ul style="list-style-type: none"> • Contact prospective candidates as well as network with those individuals in positions to act as sources of information. • Develop a diverse pool of highly qualified candidates who are the right fit for VMI. • Consultants screen candidates through in-depth telephone and/or personal interviews. • Present candidate status reports to the search committee Chair and/or hiring administrator.
<p>Months Three and Four Candidate Review and Interviews</p>	<p>Month Three and/or Four Finalists Interviews and Successful Completion of Search</p>
<ul style="list-style-type: none"> • Consultants meet with the search committee to review candidate materials. Search committee narrows down the list of candidates to a group of semifinalists. • Consultants work with search committee to develop interview screening instrument. • Consultants work with search committee to develop list of questions for first round interviews. • Search committee conducts first round of interviews with selected group of semifinalists. Buffkin / Baker will coordinate the logistics for committee members and candidates. • Search committee meets to narrow down list of candidates to a smaller group of finalists. 	<ul style="list-style-type: none"> • Formal background checks and final references are conducted. • Finalists visit campus. • Offer is made to selected candidate. • Successful conclusion of the search.

RFP Section VI. B. 3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.

About Buffkin / Baker

Established in 1999 in Nashville, TN, Buffkin and Associates, LLC (DBA: Buffkin / Baker) is a partner-led retained, executive search firm with a high touch, tailored search process based on sector expertise. Our team of 30 (consisting of Partners, Principals, Associates, and Support Staff) have extensive backgrounds in retained executive search, collectively bringing over 200 years of related experience. Buffkin / Baker has offices in Boston, Charlotte, Dallas, Los Angeles, Nashville, New York, St. Simons Island, Washington, DC, and Winston-Salem. The firm has 10 partners nationwide. The professional staff of the firm has conducted over 2,000 searches for a diverse group of academic, non-profit, and corporate clientele. At Buffkin / Baker, we believe in creating an environment where all people are valued, included, and empowered. We are committed to providing our clients with a diverse slate of candidates who will be successful in helping to create an inclusive culture where all forms of diversity bring value to the institution or organization.

Buffkin / Baker is a member of the Association of Executive Search and Leadership Consultants (AESC), a select group of approximately 250 national/international search firms. We adhere to the ethical principles set forth in its "Code of Professional Practice."

Buffkin / Baker is also a member of Panorama, a global community of over 400 leadership experts working together to promote a diverse perspective of leadership, embracing creative thinking, and sharing our expertise and experience to bring our clients the very best results. With 42 offices, and multi-sector expertise across the globe, through Panorama we can offer our clients the advantage of a global team of colleagues with a commitment to excellence and service. Our global presence and reach provide coverage across key higher education markets, including Australia, Europe, and the Far East.

Buffkin / Baker's Higher Education practice is one of the most prominent in the country, having conducted over 900 searches for clients that include leading public and private research universities, AAU institutions, regional comprehensive institutions, minority-serving institutions, community colleges, health science centers, liberal arts colleges, and athletic conferences. With team members in NC, TN, VA, and MA, the higher education team at Buffkin / Baker is a dedicated group of full-time search professionals who have collectively over 130 years of executive search experience, but whose experience is much broader than serving a single market/sector or functional discipline. Therefore, we bring a much more strategic and open-minded perspective to our searches. We are keen on understanding our client's needs and objectives, and helping them to recruit the best leadership talent, not just the best talent readily available. We have included a brief overview of our Higher Education practice and team as an attachment to this proposal.

While our higher education practice includes a distinct public and private education sector focus, we have also conducted searches for governmental entities and non-education nonprofit organizations. All these searches allow us to serve, and partner closely with elected or appointed boards and/or committees.

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work. (continued)

Our firm also has significant experience conducting C-Suite and other executive level searches outside of higher education. Our additional practice areas include healthcare, digital transformation, technology, media & telecom, and non-profit. Our clients include respected Fortune 500 companies, private equity firms, non-profit organizations, public sector entities, and start-ups.

For additional information, please refer to our website: www.buffkinbaker.com

Buffkin / Baker's Value Proposition

Our specialty is identifying, recruiting, and evaluating superior leaders for a variety of positions within higher education, and in many other business, public, private, and non-profit sectors. We are committed to the principles which have always been the hallmark of our practice: safeguarding the integrity of a thorough search process, conducting proactive searches to engage and develop diverse pools of candidates, honoring the trust that our clients place in us, treating every prospective candidate fairly, and adhering to the highest ethical standards. While our consultants have extensive backgrounds in retained executive search that position us well to serve clients across multiple sectors and disciplines, our size allows us to be nimble enough to customize each search to our client's unique needs while providing exceptional, responsive service.

Our team delivers outstanding outcomes for clients through professional candidate interactions and exceptional search execution. We have made a conscious effort to be a firm that provides a boutique-driven service, backed by search professionals with pertinent experience. While other firms may rely on developing a massive scale, we pride ourselves on maintaining a size that lends itself to agility, creativity, responsiveness, integrity, and a commitment to exceptional execution. As such, we bring a strategic and open-minded perspective to our searches, and we are keen on understanding our client's needs and objectives. As a result, we assist our clients in recruiting the best leadership talent, not just the best talent readily available.

In general, and very briefly, Buffkin / Baker's professional value proposition can be described by the following:

- We are relationship vs. transaction oriented, therefore we have a strong advisory and leadership evaluation component to our services including an in-person interview with any candidate we recommend.
- We employ professionals whose primary occupation is search consulting. Therefore, our core competency is providing executive search expertise.
- We do not rely on boilerplate tools and resources for determining candidates for a search. We conduct original research and do not rely solely on database searches and public advertisements.
- We recognize the uniqueness of each client and each search and therefore personalize our approach to our client's need(s).
- We are an AESC firm and adhere to their Code of Professional Practice. As such, we do not help candidates find jobs or recommend the same candidate to more than one client at the same time.
- For the searches we lead, we have been enormously successful in the identification of women and candidates from underrepresented populations. We not only have a strong commitment to diversity and identifying candidates from underrepresented populations, but also individuals who will promote an inclusive, respectful, safe, and welcoming environment throughout the campus community.

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work. (continued)

- Three members of our higher education practice, and two other members of our firm, live and work in North Carolina (Winston-Salem and Charlotte) and we have many clients throughout both Carolinas and Virginia. Therefore, we are personally invested in the quality of life in the region.

In addition to the value proposition details listed above, and the list of specific search experiences listed below, Janny DeLoache and Ken Carrick, the Buffkin /Baker consultants who would partner with VMI (resumes included later in the proposal), have other significant and relevant experiences. In no certain order:

1. At their previous firm, Janny and Ken partnered with The Citadel to recruit a V.P. for Finance and Business. Mr. Charles Cansler was selected and served The Citadel from late 2017 to mid-2023 when he departed for his current role as Sr. V.P. for Business Operations and Finance at Hampton University in Virginia. Prior to leaving The Citadel, Mr. Cansler, and Dr. Kelly Brennan, then serving as The Citadel's Associate Provost for Enrollment Management, partnered with Janny and Ken (by now at Buffkin / Baker) to recruit Mr. Chad Faber, USN, Retired as the Director of Admissions. Mr. Faber assumed this role in mid-2022. (Dr. Brennan now serves as the Vice Chancellor for Enrollment Management at UNC at Pembroke, another Buffkin / Baker client). Consequently, Janny and Ken have direct experience with a senior college member of AMCSUS. Mr. Cansler and Dr. Brennan may be contacted. Mr. Charles Cansler: Cell: 843-990-3248; Dr. Kelly Brennan: Work: 910-775-4669 Email: kelly.brennan@uncp.edu
2. Janny and Ken, via their former firm, were long-time corporate sponsors of the SoCon. During this time, Ken partnered with the Conference to recruit Commissioner John Iamarino, who retired in the summer of 2019 after a 13-year tenure. John succeeded Dr. Danny Morrison (see the Carolina Panthers section below.) Mr. Iamarino's contact information is unavailable but can likely be obtained if requested. Mr. Bobby Vagt, President of Davidson College at the time, and Mr. Jim Murphy, Davidson College Athletic Director at the time, were the client contacts. Mr. Vagt's contact information is unavailable. Unless he has retired, Mr. Murphy is currently the Senior Advisor to the President for Finance and Director of Athletics Emeritus at Davidson. Email: [jimurphy@davidson.edu](mailto:jimurphy@ davidson.edu) (After a change in ownership, Ken's previous firm discontinued the SoCon corporate sponsorship.)
3. Continuing with the SoCon connection and familiarity, Ken partnered with the University of North Carolina Greensboro to recruit Ms. Kim Record who began her tenure in 2009 and held the position until late 2021. Ms. Record was UNCG's first female Athletic Director and, at the time, only the second woman to hold an athletic director's position in the history of the Southern Conference. She replaced an AD who was retiring after 26 years as the AD, the only person in the history of UNCG to hold the AD position on a full-time basis, and was the longest tenured AD in the SoCon, as well as the UNC university system, at the time of his retirement. Ms. Record, who now serves as Deputy Athletics Director/External Operations (SWA), University of Virginia can be reached: Email: kss6x@virginia.edu; Work: (434) 982-5100. Dr. Linda Brady, Chancellor of UNCG (retired in 2015) at the time, and Dr. Dave Perrin, Provost and Executive Vice Chancellor of UNCG (left UNCG in 2014) at the time, were the client contacts. Their contact information is unavailable.

While not directly tied to VMI, Ken's son was a student-athlete at Washington & Lee University (Class of 2017; football). As such, Ken has spent a significant amount of time in Lexington, VA and is familiar with

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work. (continued)

the attractiveness of the city and surrounding region as a place to work, live, and serve. Ken was also privileged to attend several VMI sporting events during his visits to Lexington.

4. Janny's daughter was an All-American D1 student-athlete (track) and is a coach for a repeat national championship winning D1 cross country program. Her son-in-law is a D1 football coach. Ken's twins were both DIII student-athletes (women's basketball; football), and Ken was a DII student athlete (football). Their personal experience with the intercollegiate student-athlete experience(s), and the value it adds to the overall educational experience, gives them a unique perspective as they recruit leaders for athletic leadership positions.

Commitment to Diversity, Equity, and Inclusion

At Buffkin / Baker, we have a Non-Discrimination Policy. We embrace the value and uniqueness of all individuals in our workplace environment, our clients, and in the candidates we seek. We believe in creating an environment that makes others feel valued, included, and empowered. Our Diversity, Equity, and Inclusion Plan calls on each member of our team to be responsible for fostering an environment that is committed to diversity and promotes a culture of equity and inclusion. We each do our part to listen, learn, act, and make a difference in our workplace and in our community.

Buffkin / Baker has been enormously successful in the identification of women and candidates from underrepresented populations. The identification of potential candidates from underrepresented populations is a high priority for our firm, and we are pleased that we have very tangible results to confirm that commitment.

Our search outreach is intentionally broad and inclusive. We have significant connections with leaders at minority-serving institutions, leading academic associations in Washington, D.C., and organizations that promote diversity and inclusion in the workplace, such as the Ph.D. Project, HERS, MANRRS, and NSBE. We are committed to partnerships and collaboration with the Search Committee to elevate diversity and inclusion recruiting practices.

Please see the data from our non-profit and higher education searches from approximately the last three years:

- a) Percentage of candidates, included in those pools, who were women: 45%
- b) Percentage of candidates, selected as finalists by the client, who were women: 39%
- c) Percentage of candidates, appointed to the position by the client, who were women: 46%
- d) Percentage of candidates, included in those pools, who were from underrepresented populations: 24%
- e) Percentage of candidates, selected as finalists by the client, who were from underrepresented populations: 34%
- f) Percentage of candidates, appointed to the position by the client, who were from underrepresented populations: 27%

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work. (continued)

Specific Experience: Representative List of Education Searches

Janny and Ken’s past search experience is broad and diverse, not only within the education sector, but also in the non-profit, government, and corporate sectors. While their search experiences spread across all functional disciplines and senior management levels, most of their searches are for the President/CEO level position, or for positions that report directly to the President/CEO level. You will note from the lists below the number of repeat clients. Continuing client relationships are a testimony to the personalized, attentive, efficient, and quality service(s) we provide to our clients.

Athletic Related Searches: In addition to the two athletic searches listed earlier in this section, our search professionals have conducted the following athletic-related searches. Additional Information, including contact information, for these searches follows the list. *Please note the circumstances of the searches and the long and successful tenures of the leaders we partnered with our clients to recruit.*

- Carolina Panthers (NFL)
 - Senior Director of Information Technology (CIO)
 - Director of Football Analytics
- Conference Carolinas
 - Commissioner
- Lander University
 - Director of Athletics
- Middle Georgia State University
 - Director of Athletics
- Peach Belt Conference
 - Commissioner
- Presbyterian College
 - Director of Athletics
- South Atlantic Conference
 - Commissioner
- Southern Conference
 - Commissioner
- University of North Carolina at Greensboro
 - Director of Athletics
- University of North Carolina at Pembroke
 - Director of Athletics
 - Head Football Coach
 - Head Basketball Coach

Middle Georgia State University, Macon, GA: Director of Athletics. After experiencing two offer declinations, MGA retained us to assist in recruiting the AD who will help the University make the transition from the NAIA to the NCAA Division II. Mr. Mike Brown began his tenure on November 1, 2023. **Ms. Pam Booker**, Chief Human Resources Officer, is listed in the references attachment of this proposal.

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.
(continued)

University of North Carolina at Pembroke (UNCP), Pembroke, NC: Director of Athletics. Mr. Dick Christy began his tenure in 2013. He replaced a very successful AD, Dan Kenney, who was moving to the UNCP Chief of Staff role after serving 15 years as the AD. UNCP is an NCAA Division II institution, formerly a member of the Peach Belt Conference, but now a member of Conference Carolinas. Ken has also assisted UNCP in projects to recruit three head coaches.

Mr. Dick Christy, Director of Athletics: Email: dick.christy@uncp.edu; **Cell:** (910) 795-0690

Dr. Kyle Carter, Chancellor of UNCP (retired in 2015) at the time: **Email:** kyle_r_carter@yahoo.com; **Cell:** (828) 400-2124; and **Dr. Zoe Elmore, retired Provost of UNCP**, were the client contacts. **Note: Dr. Jeff Frederick** was the FAR at UNCP at the time of the search. He was also a member of the AD Search Committee. Dr. Frederick was involved with other searches at UNCP that were led by Ken and Janny. Dr. Frederick is now the Provost at Wingate University (a member of the SAC). Janny and Ken have also partnered with Wingate as a client.

Lander University, Greenwood, SC: Director of Athletics. Mr. Brian Reese began his tenure in 2017. Mr. Reese replaced a 47-year Lander employee and administrator who was retiring after serving 19 years as the AD. Lander is a member of the Peach Belt Conference. **Contacts: Mr. Brian Reese, Director of Athletics: Email:** breese@lander.edu; **Work:** (864) 388-8314; **Cell:** (864) 266-2934 **Dr. Richard Cosentino, President, Lander University: Email:** president@lander.edu; **Work:** (864) 388-8300 Dr. Cosentino is currently Chair of the PBC Executive Committee and a Buffkin / Baker client (he is listed in the references attachment of this proposal).

Peach Belt Conference (PBC), Augusta, GA: Conference Commissioner. Mr. Dave Brunk began his tenure in 2007. Mr. Brunk replaced the PBC's first Commissioner who was retiring after approximately 17 years leading the Conference. **Contacts: Mr. Dave Brunk, Commissioner: Email:** dbrunk@peachbeltconference.org **Work:** (706) 364-

9125; **Cell:** (706) 691-7785 **Dr. Tom Jones, President of what was then known as Armstrong Atlantic State University (GA)** was the client contact. Dr. Jones retired in 2009.

Conference Carolinas, Greenville, SC: Conference Commissioner. Mr. Chris Colvin began his tenure in June 2019. Mr. Colvin replaced a commissioner who was retiring after 32 years leading the Conference. **Contacts: Mr. Chris Colvin, Commissioner: Email:** chris@conferencecarolinas.com; **Work:** (864) 350-0537; **Cell:** (864) 567-1676 **Dr. Todd Voss, President (retired), Southern Wesleyan University: Email:** tvoss@swu.edu; **Cell:** (864) 643-9945 (contact information at the time of the search)

South Atlantic Conference (SAC), Rock Hill, SC: Conference Commissioner. Mr. Patrick Britz began his tenure in 2008. Mr. Britz replaced a commissioner who was retiring after 19 years leading the Conference. **Contacts: Mr. Patrick Britz, Commissioner: Email:** patrick@thesac.com; **Work:** (803) 981-5240; **Cell:** (803) 412-1770

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.
(continued)

Dr. Jerry McGee, President Emeritus of Wingate University, and the 2020 D2 CCA Award of Merit recipient, was the client contact. Dr. McGee and Ken currently serve together on the NC Sports Hall of Fame Board of Directors. **Email:** mcgee1992@wingate.edu; **Cell:** (704) 774-9073

Presbyterian College (PC), Clinton, SC: Director of Athletics. Initially partnered with PC, a member of the SAC at the time, to recruit Dr. Bee Carlton who started his tenure in approximately 2004 and was hired to plan and implement PC's transition from NCAA Division II into NCAA Division I and the Football Championship Subdivision. After Dr. Carlton left PC to return home to Georgia, we subsequently partnered with PC to recruit an AD with DI experience. Mr. Brian Reese began his tenure in 2010. After two President changes, Mr. Reese moved to Lander (see above). Since Mr. Reese had been recruited by Ken to PC, and in order not to violate any AESC ethical guidelines, the President of PC granted Mr. Reese permission to engage with us in the search.

Contacts:

Dr. John Griffith, President Emeritus of Presbyterian College was the client contact on both searches. **Email:** griffith.ballentine@gmail.com; **Cell:** (864) 923-3163

Carolina Panthers (NFL), Charlotte, NC: Senior Director of Information Technology (CIO); and Director of Football Analytics. Dr. Danny Morrison, former AD at Wofford College and TCU, and former Commissioner of the SoCon, was the President of the Carolina Panthers. Ken assisted with the CIO search. Mr. James Hammonds assumed this role in 2014 and recently retired. Five years later, after a change in team ownership and administration, Ken assisted the Panthers in the search for their first Director of Football Analytics. Taylor Rajack was recruited from the Philadelphia Eagles and assumed his role with the Panthers in 2019. He was subsequently promoted to the Sr. Director of Football Strategy and Analytics and held that position until February 2024. All pertinent contacts have retired or changed positions and are therefore no longer with the Panthers' organization. Contact information can be provided on request.

President Searches: Below is a representative list (not all inclusive) of President and Chancellor searches our consultants have conducted (led or assisted). Placement tenures are also listed. Searches listed in **bold** are searches where Ken and/or Janny led or assisted. Please note that some of the searches highlighted were conducted by Janny and Ken before joining Buffkin / Baker.

- President, Augusta University: search in progress
- **President, Chowan University: President starts March, 2024**
- President, Dalton State College: 2023 – Present
- **President, North Carolina Community College System: 2023 - Present**
- **President, Fairmont State University: 2023 - Present**
- **President, Charlotte Campus, Johnson & Wales University: 2023 - Present**
- President, Christopher Newport University: 2023 - Present
- **President, Converse University: 2022 - Present**
- Chancellor, Oklahoma State System of Higher Education: 2021 – Present

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.
(continued)

- President, Oklahoma State University: 2021 – Present
- President, Coastal Carolina University: 2021 – Present
- Chancellor, University of North Carolina School of the Arts: 2020-Present
- **President, Gardner Webb University: 2019 - Present**
- Chancellor, Western Carolina University: 2019 – Present
- Chancellor, The University of Mississippi: 2019-Present
- **President, Mars Hill University: 2018 – Present**
- President, Lees-McRae College: 2018 – Present
- **President, Warren Wilson College: 2017 – 2022** (President retired)
- **President, Lenoir-Rhyne University: 2017 – Present** (Janny assisted)
- Chancellor, UNC Wilmington: 2015-2022 (Chancellor retired)
- **President, Spartanburg Methodist College: 2015 - Present**
- **President, William Peace University: 2015 - Present**
- **President, Lander University: 2015 – Present**
- President, University of Mary Washington: 2015-Present
- Appalachian State University: 2014-Present
- **President, Catawba College: 2012 – Present** (President moved to another university)
- North Carolina State University: 2010 - Present
- President, Mississippi State University: 2009 – Present
- **President, Coker College (now University): 2009 – 2019** (President moved to another university)
- **President, Belmont Abbey College: 2004 – Present** (Janny assisted)

In addition to the President and Chancellor searches, the following Provost/VCAA/VPAA searches have been led by one or more of the consultants on our team.

- Appalachian State University
- Auburn University
- Augustana University
- Ball State University
- Belmont Abbey College
- Bethany College
- Black Hill State University
- Cal Poly, Humboldt
- Catholic University of America
- Central Piedmont Community College
- Coker University
- College of Coastal Georgia
- Columbus State University
- Converse University
- Duke University
- Emmanuel College (GA) (candidate evaluation only)

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.
(continued)

- Florida State University
- Fort Lewis College
- Georgetown University
- Iona College
- Lees-McRae College
- Limestone University
- Lyon College
- Meredith College
- Metropolitan State University in Denver
- North Carolina A&T State University
- North Carolina State University
- North Carolina Wesleyan College
- Ohio University
- Oklahoma State University
- Queens University of Charlotte
- Radford University
- Rockhurst University
- University of Akron
- University of Cincinnati
- University of Houston Downtown
- University of Memphis
- University of Michigan
- University of Minnesota Morris
- University of North Carolina at Charlotte
- University of North Carolina at Chapel Hill
- University of North Carolina at Pembroke
- University of South Carolina
- University of South Dakota
- University of Virginia
- Southern Illinois University
- Spartanburg Methodist College
- St. John Fisher College
- Tulane University
- Virginia Tech
- Wake Forest University
- Walsh College
- Western Carolina University
- William Peace University
- Wingate University

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.
(continued)

As a further example of our consultants' substantial experience recruiting leaders to serve at all types of educational institutions in a variety of leadership positions, listed below is a partial, but significant, sample of our search experience, limited to the period spanning approximately the past five years. Please note that most of these searches were for senior executive leadership roles and include searches for several VASCUPP member Institutions. Some of the searches listed are currently in progress.

- Abraham Baldwin Agricultural College
 - President
- Appalachian State University
 - Vice Chancellor for Student Development
 - Vice Chancellor for University Advancement
- Augusta University
 - President (current)
- Augustana University
 - Dean, School of Business
 - Senior Vice President Academic Affairs
 - Vice President Finance and Administration
- Bellarmine University
 - Dean, Rubel School of Business
- Belmont Abbey College
 - Provost
- Belmont University
 - President (consulting only)
- Bloomsburg University of PA
 - Dean, College of Science and Technology
- Bowling Green State University
 - Vice President for Student Affairs
 - Dean, College of Education
- Cal Poly, Humboldt
 - Chief Diversity Officer
 - Provost and Vice President for Academic Affairs
- Catawba College
 - Dean, Ketner School of Business
- Catholic University of America
 - Provost
- Coastal Carolina University
 - President
- Central Piedmont Community College
 - Vice President for Academic Affairs
 - Vice President for Strategy and Organizational Effectiveness
 - Chief Human Resources Officer
- Chowan University
 - President
- Christopher Newport University
 - President
 - Chief Communications Officer
 - Executive Director, Fine Arts Center
- Claflin University
 - Dean, School of Business
 - Henry N. and Alice Carson Tisdale Endowed Professor and Chair, Department of Mathematics and Computer Science
- Columbus State University
 - President
 - Provost (current)
- Conference Carolinas
 - Commissioner
- Converse University
 - President
 - Provost
- College of the Holy Cross
 - Vice President for Administration and Finance
- Dalton State College
 - President
- Dean, School of Business and Economics

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.
(continued)

- Elon University
 - Vice President for Business, Finance and Technology (partial)
- Fairmont State University
 - President
- Ferris State University
 - Vice President for Finance and Administration
 - Dean, College of Engineering Technology
- Fort Lewis College
 - President
 - Provost
 - Vice President Institutional Advancement
- Emmanuel College (GA)
 - Vice President Academics (candidate evaluation)
 - Vice President for Student Development (candidate evaluation)
- Gardner-Webb University
 - President
 - Vice President for Finance and Administration
- Georgia College and State University
 - Dean, The J. Whitney College of Business
 - Vice President of Student Affairs
- Georgia Institute of Technology
 - Vice President for Fundraising, Alumni Association
- Goldey-Beacom College
 - President
- Iona College
 - Vice President Enrollment Management
- Illinois Institute of Technology
 - Chief Financial Officer and Treasurer
 - Dean of the College of Science
- Vice President External Relations
- James Madison University
 - Executive Director, Gilliam Center for Entrepreneurship
 - Dean of the College of Business
 - Dean of the College of Education
- Johnson & Wales University
 - President, Charlotte Campus
 - Dean, College of Health and Wellness
 - Vice President of Marketing and Communications
 - Dean, College of Hospitality Management
 - Vice President for Advancement and Alumni Relations
- Kennesaw State University
 - President
- Kent State University
 - Dean, College of Arts and Sciences
- King University (TN)
 - Vice President for Advancement
- Lander University
 - Vice President of Student Experience and Quality Assurance
 - Vice President of Finance and Administration
 - Vice President of Enrollment and Access Management
 - Director of Athletics
 - Vice President for University Advancement and Executive Director of the Lander Foundation
 - Executive Director, South Carolina Institute on the Prevention of Sexual Violence on College Campuses
 - Dean, College of Science and Mathematics
- Lebanon Valley College
 - President

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.
(continued)

- Lees McRae College
 - President
 - Provost
 - Vice President of Finance and Business Affairs
- Limestone University
 - Dean, College of Business
 - Provost
 - Vice President for Finance and Administration
 - Director of Information Technology
- Marquette University
 - Dean, College of Engineering
- Mars Hill University
 - President
 - Vice President for Advancement
- Michigan State University
 - Director, School of Planning, Design & Construction
 - Chair, Department of Community Sustainability
 - Director, Children and Youth Institute
- Middle Georgia State University
 - Director of Athletics
- Missouri University of Science and Technology
 - Vice Provost and Dean, Colleges of Arts, Sciences, and Education
 - Vice Provost and Dean, College of Engineering and Computing
 - Vice Provost and Founding Dean, Kummer College of Innovation, Entrepreneurship, and Economic Development
 - Chair, Geosciences, Geological and Petroleum Engineering
- North Carolina A&T State University
 - Dean, College of Agriculture and Environmental Sciences
- Dean, College of Arts, Humanities and Social Sciences
- Dean, College of Health and Human Sciences
- Dean, College of Science and Technology
- North Carolina Community Colleges
 - President
- North Carolina State University
 - Vice Provost for Global Engagement
 - Dean, College of Agriculture and Life Sciences
 - Dean, College of Sciences
- Northwood University
 - President
- Oklahoma State Regents for Higher Education
 - Chancellor
- Otterbein University
 - President
- Pennsylvania State University
 - Dean of Agriculture (current)
- Pfeiffer University
 - Anne Louise Keeney Chair and Program Director for MS-Physician Assistant Studies
 - Associate Dean, Business Programs
- Pittsburg State University
 - Vice President for Student Affairs and Enrollment Management
- Physician Assistant Education Association
 - Chief Executive Officer, President
- Prairie View A&M
 - Senior Vice President for Business Affairs and CFO
- Princeton Theological Seminary
 - Chief Financial Officer
- Radford University
 - Provost
 - Dean of College of Business

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.
(continued)

- Saint Louis University
 - Vostmier Endowed Chair of Nursing
- South Carolina Independent Colleges and Universities
 - President
- Spartanburg Methodist College
 - President
 - Vice President for Enrollment Management
 - Provost
- St. John Fisher College
 - Provost
 - Dean of Business
- SUNY, College of Environmental Sciences and Forestry
 - President
- Texas Tech University
 - Dean, Honors College
 - Dean, College of Education
 - Dean, College of Visual and Performing Arts
- Texas Woman's University
 - Director of Athletics
 - Director of Civility, and Community Standards
- The Citadel
 - Vice President for Finance and Business
 - Director of Cadet Admissions
- The College of Wooster
 - Vice President for Finance and Business
- The University of North Carolina at Charlotte
 - Associate Vice Chancellor for Safety and Security
 - Dean, William States Lee College of Engineering
 - Dean, Belk College of Business
 - Dean, Cato College of Education
- The University of North Carolina at Greensboro
 - Chair, Department of Marketing, Entrepreneurship, Hospitality and Tourism, Bryan School of Business and Economics
 - Chair, Department of Economics
- The University of North Carolina at Pembroke
 - Provost and Vice Chancellor of Academic Affairs
 - Chief of Staff
 - Chief Communications and Marketing Officer
 - Vice Chancellor for Finance and Administration
 - Associate Vice Chancellor for Enrollment Mgt.
 - Dean, School of Education
 - Department Chair, Nursing
 - Director of Undergraduate Admissions
 - Director of Athletics
- The University of North Carolina at Wilmington
 - Vice Chancellor for Business Affairs
- The University of North Texas
 - Vice President of Marketing and Communications
 - Vice President of Institutional Advancement
- University of Arizona
 - Director, School of Plant Sciences
- University of Denver
 - Director & Chair, Doug and Mary Scrivner Institute of Public Policy
- University of Evansville
 - Dean, School of Business
- University of Florida
 - Director, School of Art and Art History
 - University of West Florida
 - PhD Director for Intelligent Systems and Robotics

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.
(continued)

- University of Louisville
 - Dean, College of Business
 - Dean, School of Law
- University of Lynchburg
 - President
- University of Maine at Augusta
 - President (partial)
- University of Mary Washington
 - President
 - Vice President for Advancement and University Relations
 - Dean, College of Education
 - Dean, College of Business
- University of Memphis
 - Dean, College of Education
- University of Missouri, Kansas City
 - Dean, Conservatory
 - Director for Career Services
 - Dean of Libraries
- University of Missouri System
 - General Counsel
- University of North Carolina School of the Arts
 - Chancellor
 - Dean, School of Music
- University of Northern Colorado
 - Dean, Montfort College of Business
 - Dean, College of Humanities and Social Sciences
- University of Oklahoma
 - Associate Dean of Digital Strategies and Innovation
 - Associate Dean, Special Research Collections
- University of San Diego
 - Dean, School of Business
 - Vice Provost for Diversity, Equity and Inclusion
 - Chair, Accounting
 - Associate Dean for Faculty
- Associate Dean, Student Success
- University of West Florida
 - PhD Director for Intelligent Systems and Robotics
- Virginia Commonwealth University
 - Associate Vice President of Institutional Research
- Wake Forest University
 - Associate Dean of Accountancy
 - Professor and Associate Dean of Business Analytics
 - Professor and Area Chair, Finance
 - Professor and Area Chair, Operations Management
- Walsh College
 - President
 - Provost
- Warren Wilson College
 - President
 - Vice President for Finance and Administration
- William Peace University
 - Vice President for University Advancement
 - Vice President for Academic Affairs
 - Vice President for Finance and Administration
 - Vice President for Enrollment Management and Marketing
- Western Carolina University
 - Chancellor
 - Dean, College of Business
- Wingate University
 - Provost
 - Vice President Human Resources
 - Senior Vice President for Finance and Administration
 - Dean, School of Business

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work. (continued)

- West Virginia University Foundation
 - Senior Vice President Advancement
- Wright State University Foundation
 - Chief Executive Officer

Dedicated Team

Our firm believes that a collaborative team approach is the most effective means to provide exceptional service to our clients. Should we have the opportunity to partner with VMI on athletic searches, Ken Carrick, a Partner, will have primary responsibility for, and lead the search(es). Janny DeLoache, an Associate Partner, will partner with Ken while focusing on initial candidate development and assist with candidate and client relations. Janny and Ken will be the consultants for VMI from the start of a search until a successful conclusion is reached. Brianna Grutadaurio, a Project Coordinator, will provide administrative support. Bios for Ken, Janny, and Brianna are included below. Resumes for Janny and Ken (search team leads), are also included. Information on other Buffkin / Baker Higher Education team members, as well as a complete employee list, can be found at:

<https://buffkinbaker.com/who-we-are/our-team/>



Ken Carrick, Partner

Charlotte, NC | ken@buffkinbaker.com | 704-236-0659

Ken has managed numerous search engagements throughout his more than 37 years as a search consultant while cultivating a diverse roster of clients in the education, retail, nonprofit, manufacturing, healthcare, and government sectors. Ken was a student-athlete and graduated summa cum laude with a BA degree in accounting and business administration from Catawba College and earned an MBA from Wake Forest University.

Ken began his career as an accountant with Duke Energy and later worked for a national insurance company before entering the executive search profession. Prior to joining Buffkin / Baker, he served as president of a national retained search firm with dual headquarters in New York and Charlotte. Ken currently serves on the Board of Directors of the North Carolina Sports Hall of Fame and Museum where he holds the position of Treasurer and is a member of the Executive Committee. He recently completed a seven-year term as a director on the Mecklenburg County ABC Board where he also served as a member of the North Carolina Association of ABC Boards' legislative committee. He previously served two terms as a member of the Association of Executive Search Consultants (AESC)'s Council of the Americas board. Ken has been the President of the Catawba College Alumni Board, and on the boards of the Greenwood Genetic Center Foundation, Greater Carolina's Chapter of the American Red Cross, and Covenant Day School. He has also been involved with numerous volunteer service groups and youth sports associations in the Charlotte area. He and his wife have three grown children.



Janny DeLoache, Associate Partner

Charlotte, NC | janny@buffkinbaker.com | 704-377-7828

Janny DeLoache serves as a Principal in the Higher Education Practice. For almost 25 years, she has provided research, sourcing, and candidate development on numerous search engagements, with a particular focus in the areas of education, nonprofit, and governmental [3](#).

A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work. (continued)

entities as well as sales and marketing. She also is active in client relations, consultations, and assisting clients with neutral site interviews. Additionally, she is an AIRS Certified Diversity and Inclusion Recruiter (CDR). Janny attended Converse College, where she earned a BFA degree with honors and an MEd degree. Early in her career, she served as an Admissions Counselor and as Assistant Dean of Students at Converse, and later as Assistant to the Vice President of Student Affairs at Georgia Institute of Technology. She also worked in account services as Vice President for Marketing Outreach, Inc. in Atlanta, and as a Southeast Regional Manager for New York-based, US Concepts, Inc. Both firms specialized in the execution of marketing campaigns, sales/retail promotions, and special events for Fortune 500 firms. Janny is a member of the Mint Museum Auxiliary, the Junior League, as well as an ENCORE! Life Member at the Children's Theater of Charlotte. A recipient of the Converse 100 Award, she has served on the Converse Alumnae Board and the Wofford College's Parent Advisory Council.



Brianna Grutadurio, Project Coordinator

Nashville, TN | brianna@buffkinbaker.com | 615-988-2596

Brianna serves as a Project Coordinator in the Higher Education Practice. She brings over three years of Executive and Administrative Assistant experience to the team. Brianna attended the University of North Georgia, where she earned a bachelor's degree in business administration.

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work. (continued)

Kenneth “Ken” D. Carrick, Jr.

W: 980-296-5401 • C: (704) 236-0659 • ken@buffkinbaker.com • www.linkedin.com/in/kencarrick-721640

More than 38 years as a Retained Executive Search Consultant. Search interest areas include Education (Higher Education and Secondary Education), Athletics / Athletic Administration, Accounting / Finance, Non-Profit, Government, Retail, and Manufacturing.

WORK HISTORY

Buffkin / Baker, Nashville, TN

August 2020 – Present

Partner, Higher Education Practice, Charlotte, NC and Winston-Salem, NC

Personal interest areas: Education (Higher Education and Secondary Education), Athletics / Athletic Administration, Accounting / Finance, Non-Profit, Government, Retail, and Manufacturing.

North Carolina Sports Hall of Fame and Museum, Raleigh, NC

June 2021 – Present

Member, Board of Directors; Treasurer and member of the Executive Committee

The North Carolina Sports Hall of Fame, which inducted its first class in 1963, celebrates extraordinary athletic achievement and leadership. The Hall commemorates and memorializes exceptional accomplishments in sports for the inspiration and enjoyment of all North Carolinians, especially youth, through popular exhibits and educational displays. A collection of memorabilia from many of the nearly 400 Hall of Fame members is showcased in the North Carolina Sports Hall of Fame gallery in the North Carolina Museum of History.

Mecklenburg County Alcoholic Beverage Control (ABC) Board, Charlotte, NC

August 2016 – June 2023

Member, Board of Directors

Appointed by the Mecklenburg County Board of County Commissioners to a second three-year term. The Mecklenburg County ABC Board, with approximately \$200 million in annual revenue, manages the sale of distilled spirits by promoting excellence in customer service, fiscal responsibility, operational effectiveness, compliance with laws that govern the sale and use of alcoholic beverages, and creating community partnerships to improve public health and safety. Currently serve on the Audit Committee and formerly served as Chair of the CEO Search Committee. Also currently serve as a member of the North Carolina Association of ABC Boards’ legislative committee.

Coleman Lew Canny Bowen, Charlotte, NC

February 1986 – August 2020

President

Executive search consultant at Coleman Lew Canny Bowen. CLCB traces its history back to 1954 when predecessor firm Canny, Bowen was founded in New York. Coleman Lew + Associates was founded in Charlotte, NC in 1979. The two firms joined forces in 2019 and maintain dual headquarters in Charlotte and New York. CLCB is a retained national executive search firm that recruits board members, officers, and senior-level executives for national and international companies, academic institutions, and non-profit organizations. CLCB is a member of the Association of Executive Search Consultants (AESC) and Penrhyn International.

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work. (continued)

Prior Experience: Held two financial services positions; held an accounting position with Duke Energy. **1982 - 1986**

EDUCATION

Wake Forest University, School of Business, Winston-Salem, NC (1990)

Master of Business Administration

Catawba College, Salisbury, NC (1982)

Bachelor of Arts, Accounting and Business Administration, *summa cum laude*

Activities included Student-Athlete (Football; Captain); President, Alpha Chi Honor Society

SELECTED PRIOR BOARD EXPERIENCE

Association of Executive Search Consultants (AESC): Council of the Americas (approx. 6 yrs.)

Greater Carolinas Chapter of the American Red Cross, Charlotte, NC (approx. 3 yrs.; approx. 6 yrs. as golf tournament chair)

South Carolina Birth Defects Foundation (now the Greenwood Genetic Center Foundation), Greenwood, SC (approx. 3 yrs.)

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work. (continued)

Janny R. DeLoache

Contact: janny@buffkinbaker.com W: 704-377-7828 www.linkedin.com/in/jannydeloache-0853908

Work History/Experience:

Buffkin / Baker (Executive Search), Nashville, TN
Associate Partner, Charlotte, NC

August 2020 - Present

Coleman Lew Canny Bowen (Executive Search), Charlotte, NC
Consultant

March 1999 - August 2020

Consultant at Coleman Lew Canny Bowen. CLCB traces its history back to 1954 when predecessor firm Canny, Bowen was founded in New York. Coleman Lew + Associates was founded in Charlotte, NC in 1979. The two firms joined forces in 2019 and maintain dual headquarters in Charlotte and New York. CLCB is a retained national executive search firm that recruits board members, officers, and senior-level executives for national and international companies, academic institutions, and non-profit organizations. CLCB is a member of the Association of Executive Search Consultants (AESC) and Penrhyn International.

Education Converse College, Spartanburg, SC BFA; M.Ed.

OFFEROR DATA SHEET

QUALIFICATIONS OF OFFEROR: Offerors must have the capability and capacity in all respects to fully satisfy the contractual requirement.

Indicate the length of time you have been in business providing this type of service. 24 Years
_____ Months

Provide a list of current references, either college, Educational Institutions, and/or other companies that your firm is servicing. Include the length of service, dollar volume, year contract was entered into, and the name and address of the person the State has your permission to contact. Such listing shall be comprehensive of your firm’s customer base and can be formatted as follows:

CURRENT ACCOUNTS:

Account Name, Address & Phone #	Length of Service	\$ Volume/Year
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In the search experience portion of our response to RFP Section VI. B. 3., we included a full range of searches, clients, and contacts. Included in these lists are all current higher education searches and clients (unless a search is confidential). VMI may contact any of our clients. If contact information is not provided elsewhere in this proposal, or in the references included in Attachment D, we will provide the pertinent information upon request.

As to the dollar volume per year, client confidentiality, and sometimes by contract, to not disclose proprietary information, especially with clients who are private institutions. We have disclosed this information for VASCUPP institutions in our response to RFP Section VI. B. 6. If this dollar volume information is essential for VMI to make a decision regarding Buffkin / Baker as a search partner, we will be glad to provide specific information about specific clients is we can do so without violating and contractual or confidentiality requirements. Please know that if we are chosen as a search partner with VMI, we will use the same standard of care with regard to information required to be kept confidential.

_____	_____	_____
_____	_____	_____
_____	_____	_____

LOST ACCOUNTS:

Account Name, Address & Phone #	Length of Service	\$ Volume/Year
---------------------------------	-------------------	----------------

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

We build lasting relationships with our clients as evidenced by the number of repeat clients listed in our search experience under our response to RFP Section VI. B. 3. Clients may come to us multiple times a year or once every 1-3 years depending on their leadership needs. Very large universities may also use multiple search firms at the same time. While on rare occasions a search may be cancelled due to reasons entirely in control of the client (budget changes; organization changes; etc.) we have not been notified that we have been “terminated” from any client relationship.

SWaM (Small, Woman- and Minority-owned Businesses) Utilization 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 SBSB-certified women- and minority-owned businesses when they have received SBSB 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 Small Business and Supplier Diversity (SBSB) by the due date of the solicitation to participate in the SWaM program.

Certification applications are available through SBSB online at www.sbsd.virginia.gov (Certification Division).

Offeror Name: Buffkin and Associates, LLC; DBA Buffkin / Baker

Preparer Name: Kenneth D. Carrick, Jr., Partner **Date:** 2/28/2024

Instructions

- A. If you are certified by the Department of Small Business and Supplier Diversity (SBSB) as a small business, complete only Section A of this form. This shall not exclude SBSB-certified women-owned and minority-owned businesses when they have received SBSB small business certification.
- B. If you are not a SBSB-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 SBSB-certified small business in this section. Points will be assigned based on each offeror’s proposed subcontracting expenditures with SBSB-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 Small Business and Supplier Diversity (SBSB) **check which certification below and provide your certification number and date received:**

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

Certification number: _____ Certification Date: _____

RFP Section VI. B. 5. Small Business Subcontracting Plan, included as Attachment E to this RFP.

Section B

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

With the exception of a professional background check company (listed below), Buffkin / Baker does not use subcontractors. Even with the background check company, some clients are required to (by statute), or prefer to, conduct their own background checks and our vendor is not utilized.

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

Small Business Name & Address SBSB 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
ScreenThem Background Investigations, Inc. PO Box 7600, Alexandria, VA 22307 662387 (per eVA website)	W; M (MWA Certification #: 2311675; DBE Certification #: 5107289) (per eVA website)	Luanne Marinello lmarinello@beltrante.com (703) 360-5000	Full service accredited and certified background screening company.	Per request from VMI, conduct background check on any candidate (usually finalist candidates only)	Approximately \$250 per candidate background check with the amount expensed to VMI as stated in our response to RFP Section VI. B. 7 reference to Section XI. Pricing Schedule
Totals \$					Usually \$250 - \$1000 per search (1-4 background checks) but can vary based on client utilization.

RFP Section VI. B. 6. Identify the number and dollar value of sales your company had during the last twelve months with each VASCUPP Member Institution.

Like many smaller to medium sized professional service firms, Buffkin / Baker recognizes and accounts for sales/revenue on a cash/collection basis. With this type of revenue recognition, below are the amounts (rounded to the nearest dollar) that we have received from VASCUPP member institutions in the last twelve (12) months. These amounts do not include amounts billed but not yet collected (of which there are some). Also note that based on the timing of the search(es), some of the fee collections for a search finished in the last twelve months may have been outside the 12- month window of the RFP request.

- Radford: \$23,333
- University of Mary Washington: \$40,000
- VCU: \$50,000

We will be glad to provide further information if necessary.

RFP Section VI. B. 7. Proposed Cost. See Section XI. Pricing Schedule of this Request for Proposal.

Professional Fee: Our professional fee includes our comprehensive search and recruitment services as described earlier in this proposal. We conduct the majority of our higher education searches, regardless of the organizational level or functional discipline, for a fixed professional fee. Any search we are engaged to conduct for VMI would be at a fixed fee.

Since the RFP is “...for the recruitment of employment positions in VMI’s Athletics department.” without reference to a specific position, it is our best estimate that the fix fees for these types of athletic searches could range from \$40,000 - \$70,000 per search based on the level of the position. Our minimum fee is \$40,000.

Based on VMI’s specific needs, we are willing to negotiate exceptions to the pricing noted above, including the minimum fee. These exceptions may include but are not necessarily limited to: a discount for initiating more than one search at the same time so that we gain efficiencies in our research and proactive outreach efforts; or instances where our full range of search services may not be required and we therefore initiate limited scope projects. We are always willing to discuss possible mutually beneficial service solutions that help our clients meet their needs.

Our professional fee will be invoiced in three installments as follows:

- The initial retainer invoice (1/3 of the fixed fee) will be submitted upon the execution of the contract and commencement of search process activities.
- The second retainer (1/3 of the fixed fee) will be invoiced upon the presentation of candidates.
- The third retainer (1/3 of the fixed fee) will be invoiced when finalists visit VMI (or have finalist interviews).

All fee invoices will be due within 30 days of the invoice date. We do have some flexibility to modify the billing schedule, if necessary, based on VMI requirements or the scope of a project(s).

Our comprehensive search fees are not contingent upon the placement of a candidate. With the expectation that both VMI and our firm act in good faith to pursue all reasonable means to complete the search within a reasonable period, our search contract remains in effect until the first of the following occurs: (1) the position is filled; or (2) VMI, in its discretion, terminates the contract. If VMI terminates the contract, our professional fee will be prorated based on the actual time spent on the search assignment until cancellation (without regard to the billing schedule).

Placement Guarantee: If the placed candidate is terminated for cause (defined as gross negligence or willful malfeasance) or leaves of their own accord within 365 days of their start date, we will offer a replacement candidate without any additional fee. We will initiate this replacement search after receiving a written notice of the termination of the hired candidate and the reason for such termination. There are two exceptions to this guarantee: 1) the use of illegal or unethical business practices, that are not associated with the placed candidate, on the part of the VMI making it impossible for the individual to stay; or 2) material changes in the individual’s job responsibilities that are unrelated to her/his performance.

Our Commitment: We will partner with VMI until the search has successfully concluded with the selection of a candidate. If, by some slight chance the prudent, diligent, and good faith efforts on the part of Buffkin / Baker and the VMI do not result in the successful acceptance of an offer, we continue searching until the position is filled.

*RFP Section VI. B. 7. Proposed Cost. See Section XI. Pricing Schedule of this Request for Proposal.
(continued)*

Expenses: For retained searches, it is standard industry practice for out-of-pocket expenses to be billed separately from, and in addition to, the professional fee. Buffkin / Baker will comply with the VMI expense policies and procedures.

Expenses for a search fall into two categories:

1) Expenses incurred and controlled by Buffkin / Baker: Expenses in this category generally include travel to meet with the client, travel/meals for the consultant to interview candidates (if any), and a one-time administrative fee, equal to 5% of the professional fee for administrative, research, communication, and clerical expenses. Other than for visits to client locations, travel expenses are usually limited given the reliability and robustness of video technology.

The one-time administrative fee is billed in two equal installments concurrent with the first two retainer invoices. All other expenses are itemized and billed monthly as incurred. On each search, we make every prudent attempt to minimize out-of-pocket expenses without compromising the quality service that we are known for providing.

Estimated Potential Travel Costs for Consultant(s): \$800 - \$2500 per search (rounded)

Estimate is based on two (2) members of the search team to make at least three (3) visits to campus. To provide superior service, our standard practice is to make three visits to client sites with two consultants per visit: 1) the site visit to gather information...our "listening tour"; 2) a meeting with the Search Committee to present candidates; and 3) a visit to participate in neutral-site/on-campus, first round interviews. Normal expenses for these visits include mileage (or airfare and ground transportation), lodging (usually one night), and meals. While we prefer in-person participation, we realize that some clients prefer the use of video technology. Therefore, one or more of these visits may be by virtual means which will lessen the amount of these expenses. We are flexible to meet our clients' needs/requirements as it relates to these activities.

Expense Estimate Per Trip for two (2) consultants (rounded numbers):

Approximate Roundtrip Mileage @ IRS 2024 Reimbursement Rate: \$350

Lodging (2 rooms for 1 night plus est. tax: \$150/room): \$300

Meals (\$40/day/person): \$160

Estimated Total for 1 trip/2 consultants: \$810

Estimated Total for 3 trips/2 consultants: \$2,430

2) Expenses controlled entirely by the client: These expenses are normal expenses for a search and will occur regardless of any Buffkin / Baker activities. These expenses can be broken down into three subcategories.

a. *Advertising and posting expenses.* Buffkin / Baker will post the position on our website and LinkedIn page. We will make recommendations to VMI of potential advertising publications for postings, but if paid postings are placed by VMI due to existing accounts, there will be no resulting reimbursable expense. If VMI prefers, Buffkin / Baker can manage these paid postings (with all postings approved by VMI/the search committee). The cost of these postings would then be itemized and invoiced to VMI.

b. *Expenses for client/candidate interviews.* These expenses are directly related to the number of rounds of interviews the VMI chooses to conduct, the number of candidates interviewed per round, and the travel

*RFP Section VI. B. 7. Proposed Cost. See Section XI. Pricing Schedule of this Request for Proposal.
(continued)*

logistics (if any) necessary for the candidates to interview (airfare, hotel, etc.). Other possible expenses in this category include Search Committee expenses related to the interviews (i.e., meals, travel if necessary, etc.). Since Buffkin / Baker does not control Search Committee decisions regarding the number and location (if in-person) of candidate interviews, it is difficult to estimate with reasonable accuracy the total of these expenses. Appropriate use of technology can help to control these expenses.

c. Background Checks (additional standard checks not included in the search or administrative fees quoted above):

Actual total cost varies based on the individual circumstances of each candidate and the number of candidates the client chooses for these background checks. The client is billed for the exact cost of the background checks, which may vary from approximately \$200 - \$250 per candidate. The background check package includes MVR, degree verification, employment verification, SSN, County Criminal, Federal Criminal, Nationwide Criminal, Statewide Criminal, Sex Offender Registry, and Credit History. Social media checks can be included as well, and the cost for these checks may vary from approximately \$50 - \$100 per candidate. Most of our clients choose to run these background checks for the final, or finalists, candidate(s) only. Some clients prefer to use their own, well-established, background check process. Other clients, especially public sector clients, may be required by statute to use a state agency, or other provider, for these checks. We are flexible to meet VMI's needs/requirements as it relates to the appropriate background checks. Please note that reference checking on candidates is a service included in the professional fee. Also note that the vendor Buffkin / Baker uses for the background checks is included in our response to RFP Section VI. B. 5. Small Business Contracting Plan.

All expenses described in categories 2a, 2b, and 2c are controlled by VMI and are normal search expenses. Although we do not control these expenditures, as a convenience to VMI, we will make all logistical arrangements for these types of expenses. We will also assume payment for all expenses, which we will consolidate into itemized invoices. Consequently, VMI will pay one vendor (Buffkin / Baker) for expenses, and we will facilitate candidate reimbursement. If VMI prefers to manage the client-controlled expenses, Buffkin / Baker will not need to provide this service.

UNDERSTANDING OF REQUIREMENTS

OFFEROR: Buffkin and Associates, LLC; DBA Buffkin / Baker

RFP#: RFP #V211-24-045

Date: 02/28/24

The following question concerns specifications, Section (number) None

Paragraph _____, page _____.

All responses to questions will be made by Addendum and posted to www.eVA.virginia.gov
Questions not submitted on this form WILL NOT BE ANSWERED.

Questions Submitted by: Ken Carrick
 NAME
Buffkin/Baker
 ORGANIZATION
704-236-0659
 PHONE
ken@buffkinkbaker.com
 EMAIL

E-Mail to: procurement@vmi.edu

CONFLICT OF INTEREST STATEMENT

Ensure that the solicitation is thoroughly read and completed. Complete, sign and return the information requested below with your proposal. FAILURE TO FURNISH THIS DATA MAY RESULT IN REJECTING YOUR PROPOSAL.

NAME: Buffkin and Associates, LLC; DBA Buffkin / Baker

ADDRESS: 10 Cadillac Drive, Suite 190

CITY/STATE: Brentwood, TN 37027

TELEPHONE NUMBER: 629-216-2002

FEDERAL ID NUMBER (FIN): _____

THE ABOVE FIRM IS A: (CHECK, AS APPLICABLE)

- | | |
|--------------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> SMALL BUSINESS | <input type="checkbox"/> INDIVIDUAL BUSINESS |
| <input type="checkbox"/> WOMAN-OWNED BUSINESS | <input type="checkbox"/> SOLE PROPRIETORSHIP |
| <input type="checkbox"/> MINORITY-OWNED BUSINESS | <input type="checkbox"/> PARTNERSHIP |
| <input type="checkbox"/> SHELTERED WORKSHOP | <input checked="" type="checkbox"/> CORPORATION |

RELATIONSHIP WITH THE COLLEGE OF VIRGINIA:

IS ANY MEMBER OF THE FIRM AN EMPLOYEE OF THE COMMONWEALTH OF VIRGINIA WHO HAS A PERSONAL INTEREST IN THIS CONTRACT PURSUANT TO THE CODE OF VIRGINIA, SECTION 2.1-639.1-639.24? () YES NO

IF YES, EXPLAIN:

Kenneth D. Carrick, Jr.
SIGNATURE OF OFFEROR

2/28/24
DATE

Please tell us how you received this solicitation:

- () It was mailed to you directly.
- () You requested a copy through the Virginia Business Opportunities.
- () You obtained a copy from the Virginia Department of Minority Business Enterprise.
- (x) Other (please specify) emailed to Managing Partner, Martin Baker.

RETURN OF THIS PAGE IS REQUIRED

REFERENCES

Please list at least four references for whom you have performed each applicable category of service specified herein and within the past five years.

CLIENT: Lander University

ADDRESS: Greenwood, SC

CONTACT Dr. Richard Cosentino, President, president@lander.edu | 864- 388-8300
PERSON/PHONE#: Adam Taylor, Chief of Staff, ataylor@lander.edu | 864-981-1737

APPROXIMATE DOLLAR VOLUME PER YEAR: Provided upon request with Lander approval.

PROJECTS/DATES/DESCRIPTION: See note at bottom of the page regarding Lander.

CLIENT: Fairmont State University

ADDRESS: Fairmont, WV

CONTACT Mr. Rusty Hutson, Jr. Chair, Board of Governors; Presidential Search Committee Member
PERSON/PHONE#: rhutson@dgoc.com | 205- 531-3607

APPROXIMATE DOLLAR VOLUME PER YEAR: Provided upon request with FSU approval.

PROJECTS/DATES/DESCRIPTION: We conducted the President search (2022-23) in which Dr. Mike Davis was the candidate selected. Fairmont State serves approximately 3500 undergraduate and graduate students in a student-centered, state-supported, regional, comprehensive university setting. The University is governed by a 12-member, appointed Board of Governors (BOG). Fairmont State is part of the West Virginia Higher Education Policy Commission, West Virginia's four-year public higher education system which includes 12 campuses.

CLIENT: Middle Georgia State University

ADDRESS: 100 University Parkway Macon, GA 31206

CONTACT Ms. Pam Booker, Chief Human Resources Officer
PERSON/PHONE#: pamela.booker@mga.edu | 478-757-2647

APPROXIMATE DOLLAR VOLUME PER YEAR: Provided upon request with MGA approval.

PROJECTS/DATES/DESCRIPTION: _____

After experiencing two offer declinations, MGA retained us to assist in recruiting the AD who will help the University make the transition from the NAIA to the NCAA Division II. Mr. Mike Brown began his tenure on November 1, 2023.

Please use a separate sheet of paper for additional references.

Lander: We conducted the President search (2015) in which Rich was the candidate selected. We have since partnered with Rich and Lander to recruit a V. P. of Enrollment and Access Management (2016); Director of Athletics (2017); V.P. for Student Experience (2022); V.P. for Finance and Administration (2022); V.P for University Advancement and Executive Director of the Lander Foundation (2023); and Executive Director of the S.C. Institute on the Prevention of Sexual Violence on College Campuses (2024).

Lander University is a co-educational, state-assisted, comprehensive, regional, four-year university. The University opened Fall 2022 with 4,107 students (the largest in its 150-year history), a 9% increase over the previous year's enrollment, setting a new enrollment record for the fourth consecutive year. Included in this impressive growth is a 139% increase in graduate enrollment over the last year. Since Fall 2015, Lander's cumulative enrollment increase of 54% is the largest percentage increase of all public universities in South Carolina. Lander's six academic colleges and honors college provide students with an education that integrates the liberal arts and sciences with professional studies; brings them into frequent contact with diverse ideas and culture; and guides them in developing communication skills and the ability to work well with others. Lander competes at the NCAA Division II level as a member of the highly competitive Peach Belt Conference (PBC). Lander has 21 sports teams, as well as eSports, club, and intramural sports

REFERENCES

Please list at least four references for whom you have performed each applicable category of service specified herein and within the past five years.

CLIENT: Spartanburg Methodist College

ADDRESS: 1000 Powell Mill Road, Spartanburg, SC 29301

CONTACT PERSON/PHONE#: Mr. Scott Cochran, President (864) 587-4236 cochrans@smcsc.edu

APPROXIMATE DOLLAR VOLUME PER YEAR: Provided upon request with SMC approval.

PROJECTS/DATES/DESCRIPTION: See note at bottom of the page regarding SMC.

CLIENT: _____

ADDRESS: _____

CONTACT PERSON/PHONE#: _____

APPROXIMATE DOLLAR VOLUME PER YEAR: _____

PROJECTS/DATES/DESCRIPTION: _____

CLIENT: _____

ADDRESS: _____

CONTACT PERSON/PHONE#: _____

APPROXIMATE DOLLAR VOLUME PER YEAR: _____

PROJECTS/DATES/DESCRIPTION: _____

Please use a separate sheet of paper for additional references.

SMC: Janny DeLoache and Ken Carrick partnered with the Board to conduct the President search (2015) in which Scott was the candidate selected. We subsequently partnered with Scott and SMC to recruit a Vice President of Enrollment Management (2018) and a Provost (2022). SMC is a private, residential institution offering associate and baccalaureate degrees. The academic program offers students the option of transferring to a four-year college or university for continued study or entering a career after graduation. The curriculum ranges from the basic liberal arts and transfer program to preparation for immediate entry into the job market through career track and baccalaureate degree options. SMC has had record enrollment during Scott's tenure.



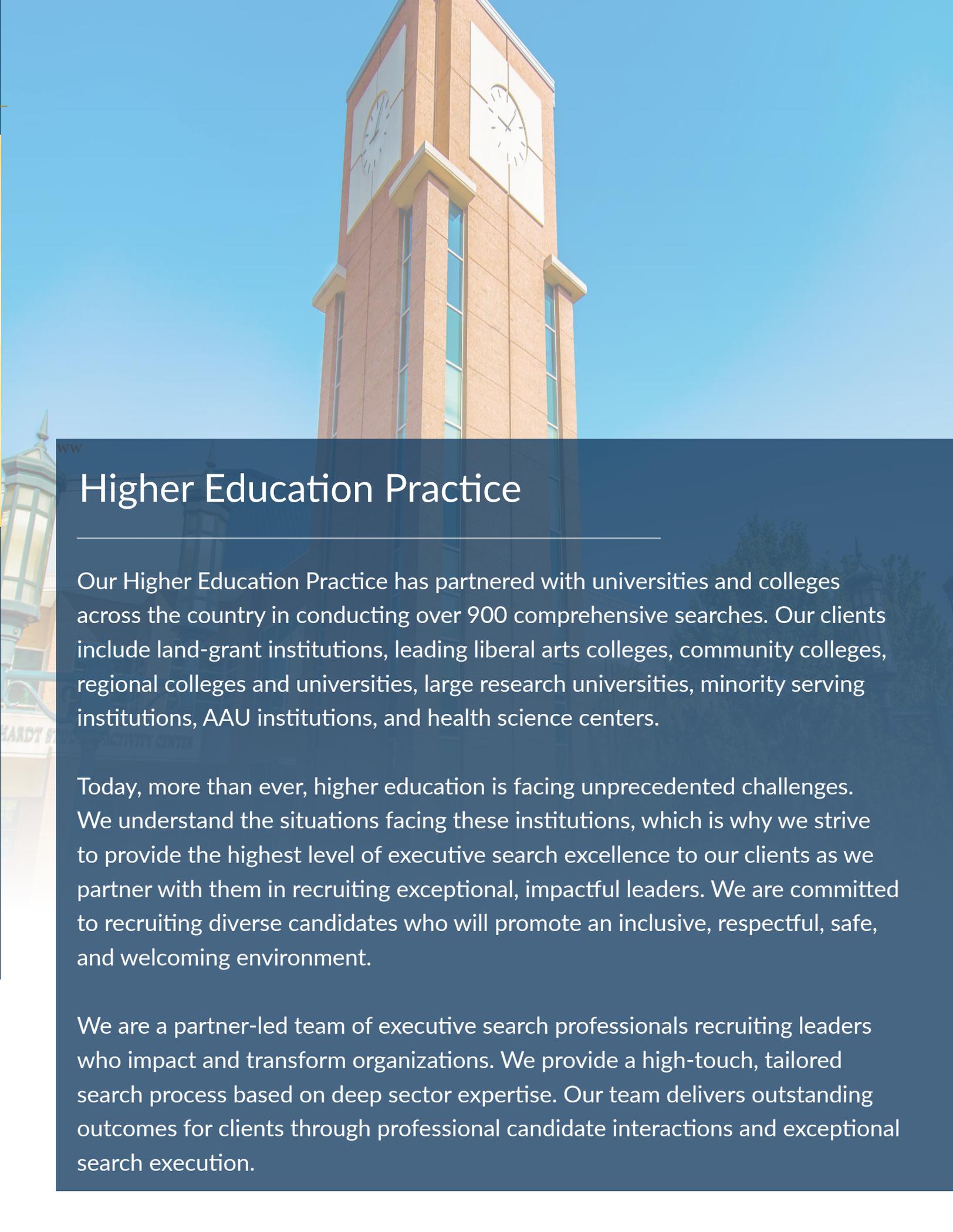
Buffkin / Baker

Higher Education Practice
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WW

Higher Education Practice

Our Higher Education Practice has partnered with universities and colleges across the country in conducting over 900 comprehensive searches. Our clients include land-grant institutions, leading liberal arts colleges, community colleges, regional colleges and universities, large research universities, minority serving institutions, AAU institutions, and health science centers.

Today, more than ever, higher education is facing unprecedented challenges. We understand the situations facing these institutions, which is why we strive to provide the highest level of executive search excellence to our clients as we partner with them in recruiting exceptional, impactful leaders. We are committed to recruiting diverse candidates who will promote an inclusive, respectful, safe, and welcoming environment.

We are a partner-led team of executive search professionals recruiting leaders who impact and transform organizations. We provide a high-touch, tailored search process based on deep sector expertise. Our team delivers outstanding outcomes for clients through professional candidate interactions and exceptional search execution.

Industry Leaders

Recent higher education clients include:



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL



IOWA STATE
UNIVERSITY



PennState.



IOWA STATE
UNIVERSITY



DEDICATED TEAM



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Managing Partner

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