

**WittKieffer**



# A Partnership to Identify Impactful Athletics Leadership

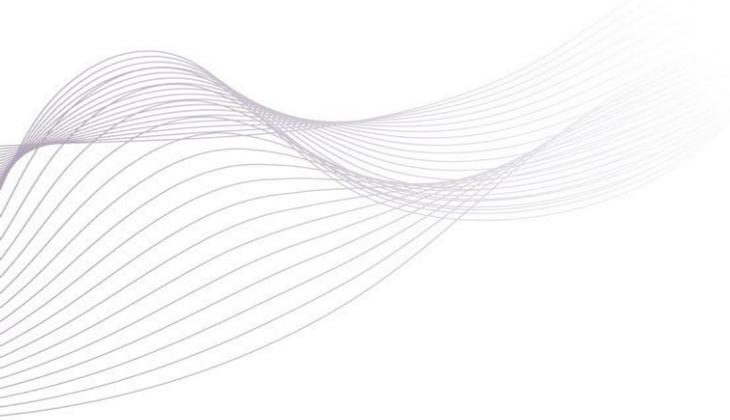
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Jeff Compher | Sandra Chu

February 29, 2024

Response to RFP #V211-24-045





# Executive Summary

It is our pleasure to submit the following proposal to establish a partnership between Virginia Military Institute (VMI) and WittKieffer, Inc. (WittKieffer) for the purposes of conducting national search engagements to identify experienced and impactful athletic department leaders. VMI athletics, with its impressive record of participation from nearly one-third of all Cadets enrolled competing at the NCAA Division I level, deserves a leadership team that is as passionate about Keydets athletics as its student-athletes. Director of Intercollegiate Athletics Jim Miller has provided stable and strong leadership for the department. It would be our privilege to support Superintendent Wins in the search for a new director of athletics and support VMI leadership in identifying and recruiting future athletic department administrators, coaches, support staff, and others who share his passion for and commitment to VMI.

Each year, WittKieffer conducts approximately 540 leadership searches in education, more than any other firm. Among this experience was our support of VMI's 2021 search for a new superintendent. That engagement, which concluded with the successful placement of VMI graduate and Retired Maj. Gen. Cedric T. Wins, provided us with insight into the institute's culture, standards, and commitment to excellence that will prove beneficial in the pursuit of leaders to support VMI's student athletes. As was the case in 2021, we would conduct a thoroughly custom search process for each assignment to build a diverse slate of highly qualified candidates for your full consideration.

As a principal in WittKieffer's Education Market and leader of the firm's Intercollegiate Athletics Leadership Practice, I will serve as the dedicated account and relationship manager, leading your athletic department leadership searches. I maintain a strong network of contacts across the country through my relationships in search and university athletics. Prior to joining WittKieffer in 2019, I served as the director of athletics at East Carolina University, Northern Illinois University, and Western Carolina University. In addition to my experience as an athletic director, I also worked in leadership roles at the University of Washington, Vanderbilt University, and North Carolina State University. These experiences ensure expert counsel to VMI, access to a broad and deep network of potential candidates and nominators, as well as acute assessment of potential leaders. Most recently I led AD searches at UCLA, UC Davis, Illinois State, and Southern Illinois University–Edwardsville.

# Executive Summary

*continued*

Joining me in supporting VMI across the spectrum of its athletic leadership needs would be Sandra Chu. A consultant in the firm's Education Market and 22-year veteran university athletics coach, Sandra's insights into the collegiate athletics enterprise, her network across athletics broadly, and her roles in diversity, equity, and inclusion strategic planning and execution on her campuses enable her to recruit the leaders who will be the most outstanding for your needs.

As one of the most active executive-level search firms in the nation — with more than 1,480 engagements in the last 12 months alone — WittKieffer has worked with hundreds of university leaders and search committees. Our primary role is catalyzing the search effort and maintaining organization, executing a custom search strategy, keeping the process moving forward, assisting university leadership and search committees with the administrative burden associated with recruitments, and delivering an exemplary pool of candidates uniquely aligned with VMI's culture and needs. Throughout this process, we bring a range of options, tools, and methods to enable VMI to work effectively toward a successful outcome while maintaining the integrity of the process and a commitment to confidentiality.

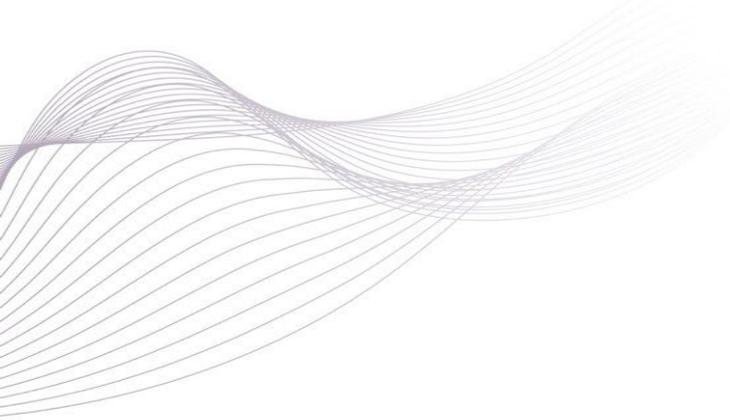
Our past partnerships include institutions with similar reputations for academic and athletics excellence in search of athletics leadership at universities such as UCLA, UC Berkeley, UC Davis, Illinois State, and Southern Illinois University-Edwardsville. There is no doubt that an athletics leadership opportunity at VMI would attract a great level of national interest. We are confident the custom search process that we would implement on your behalf would result in a diverse and highly talented pool of candidates.

We would be happy to answer any questions you may have and talk further with you about our services. It would be a distinct privilege to support VMI through this executive search partnership.

Sincerely,



Jeff Compher | Principal  
Leader, Intercollegiate Athletics Leadership  
(630) 575-6928 | [jcompher@wittkieffer.com](mailto:jcompher@wittkieffer.com)



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# Plan and Methodology

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

Throughout each search engagement, we work closely with VMI leadership, the search committee, and key stakeholders to mount an energetic and thorough effort to identify top candidates – focusing our recruitment efforts on leaders with experience in athletics administration and operations, coaching, NIL, NCAA compliance, events management, social media and media relations, and other areas of relevance.



## Personal network

Our network of sources and potential candidates is unparalleled. Not only is the scope of our network global in scale, but a key differentiator is the depth and relationships we maintain with the most respected leaders in higher education, athletics, and national associations. We call upon our relevant sources to recommend outstanding leaders, and we directly engage viable prospects who trust us and return our calls.



## Knowledge management

Our knowledge management hub is a proprietary system, designed to accelerate our efforts, maintain the highest level of intelligence on current and potential leaders, and integrate the collective knowledge and experience of our consultants. Currently, our system contains over 1.2 million contacts, and because of our specialized focus, we have access to the most robust database of executives and up-and-comers, giving us and our clients an unparalleled edge in every search effort.



## Original research

Our in-house research analysts excel at conducting ad-hoc investigations to uncover additional candidates. In tandem with the consultant team, research analysts make phone and email inquiries, scour online resources from LinkedIn to Hoover's, comb websites of educational institutions and associations, and review industry publications and conference agendas to identify intriguing candidates.



## Internal candidates

Many searches we conduct involve internal candidates. We interview internal candidates and include them in the search process with external candidates and provide ongoing counsel to the search committee about their status as the search progresses. Internal candidates receive a fair and proper opportunity to present themselves according to the criteria set forth by the search committee. We are always cognizant of and anticipate all ramifications, including monitoring confidentiality, timing of discussions, interviews, and announcements.

# Plan and Methodology

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

*continued*

## OUR APPROACH TO SEARCH

### Phase 1 – Planning and preparation

We commence the search by conducting meetings onsite or virtually with the VMI leadership, the search committee, and other key stakeholders. These meetings will assist us in gaining direct feedback about the environment in which the next athletics leader will operate; an understanding of organizational priorities, challenges, and aspirations in the context of the recruitment; and an appreciation of the factors that can support the placement. We acknowledge any sensitive issues that might affect the recruitment strategy.

We prepare a comprehensive leadership profile that articulates the collective vision, perspectives, and requisite qualifications identified by the search committee and other key leaders and constituents.

As the search gets underway, we will draw on the leadership profile and upon insights gained during our interactions with VMI to convey a full and compelling sense of the position to prospective candidates.

### Phase 2 – Candidate sourcing, assessment, and stewardship

A combination of broad and targeted personal outreach enables us to identify exceptional, diverse candidates, including those who would likely go unnoticed by firms that largely rely on candidates from prior searches. We conduct original research for each search as well as curate a list of prospective candidates from our networks based on the information gathered during the planning and preparation phase.

We conduct in-depth interviews with each promising candidate to assess the seriousness of interest and potential for success in the position. We evaluate all candidates in the same thoughtful, comprehensive manner, treating internal candidates with particular sensitivity.

### Key deliverables

- Provide institutional needs analysis and general consultation.
- Identify critical leadership competencies according to strategic priorities.
- Develop project communication plan and search timeline.
- Develop leadership profile and facilitate search committee approval.
- Propose recruitment strategy based on VMI's objectives.
- Recommend and implement broad and targeted advertising strategy.

### Key deliverables

- Maintain frequent communication with the search committee as desired.
- Engage in proactive outreach to high-quality sources and desirable prospects.
- Acknowledge and process nominations and applications.
- Conduct comprehensive leadership history evaluations prior to presenting candidates.
- Deliver highly qualified candidates and corresponding materials to the search committee.

# Plan and Methodology

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

*continued*

## Phase 3 – Interview preparation, support, and coordination

We guide the search committee as they narrow the candidate pool to a select group of individuals who merit additional consideration, then help VMI prepare for and conduct candidate interviews, managing as many of the candidate interactions as you prefer.

We provide feedback throughout the candidate interview process as well as ongoing guidance once finalists are selected.

### Key deliverables

- Facilitate selection of candidates to interview.
- Draft tailored interview questions and share candidate review tools and methods.
- Fully support scheduling, logistics, and implementation of interviews with candidates.
- Facilitate search committee deliberations and selection of finalist candidates.

## Phase 4 – Candidate due diligence

We take extensive measures to mitigate risks inherent in any search process.

As part of our candidate due diligence process, we conduct sophisticated, FCRA-compliant referencing with multiple contacts, comprehensive media and public record reviews, verification of employment history and education credentials, and screening for prior allegations of harassment or discrimination.

In addition, we strongly encourage VMI, as the hiring agent, to conduct credit, driver's license, and criminal background checks on the finalist(s). We can assist with this if desired.

### Key deliverables

- Conduct in-depth referencing.
- Verify candidate credentials and employment.
- Conduct media checks and investigate additional public media sources.
- Screen for prior allegations of harassment or discrimination.
- Administer comprehensive assessments for finalist candidates if desired.

## Phase 5 – Decision and appointment

Our team can assist with scheduling for finalist interviews and provide guidance on in-person visits and other activities important to candidates and their families.

VMI maintains complete authority in the selection of semi-finalists, finalists, and the candidate(s) of choice. We can advise on terms, salary, benefits, and relocation based on our experience in negotiating executive compensation packages.

As an element of our partnership, we offer counsel to help clients smoothly transition new leadership.

### Key deliverables

- Advise on terms, salary, benefits, and relocation.
- Transition and onboarding support.
- Counsel to support negotiation
- Support for closing the process.

# Plan and Methodology

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

*continued*

## PRELIMINARY TIMELINE

1-2 weeks	3-5 weeks	1-3 weeks		1-2 weeks
<b>Planning and preparation</b>	<b>Candidate sourcing and stewardship</b>	<b>Presentation of candidates and interviews</b>	<b>Candidate due diligence</b>	<b>Decision and appointment</b>
<ul style="list-style-type: none"> <li>Set meetings and “listening sessions” with VMI leadership, search committee, and other stakeholders.</li> <li>Orient the VMI community and create a roadmap for the search project.</li> <li>Align search strategy with leadership functions.</li> <li>Define the leadership profile.</li> </ul>	<ul style="list-style-type: none"> <li>Make public announcement and launch search.</li> <li>Develop the candidate pool.</li> <li>Narrow pool and screen candidates.</li> <li>Conduct comprehensive behavior-based interviews with presented candidates.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate selection of semi-finalist candidates.</li> <li>Support scheduling of interviews.</li> <li>Prepare search committee and candidates for interviews.</li> <li>Conduct debriefs, provide counsel, and facilitate discussions to support finalist selection.</li> </ul>	<ul style="list-style-type: none"> <li>Complete referencing and background investigation.</li> <li>Administer optional psychometric assessments.</li> <li>Present findings to search committee for consideration.</li> </ul>	<ul style="list-style-type: none"> <li>Provide counsel on salary negotiations and relocation options.</li> <li>Communicate with all finalists on hiring decision.</li> <li>Support a smooth transition for future success.</li> </ul>

# Qualifications and Experience

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.

**Founded in 1969**, WittKieffer’s mission remains to deliver outstanding leadership solutions for organizations committed to improving the quality of life. We operate exclusively at the intersection of education, science, and healthcare delivery – the three monumental fields that contribute to quality of life. This is why we refer to these convergent sectors as the **Quality of Life Ecosystem**.

Throughout our long history, WittKieffer has cultivated a proven and meaningful approach to executive search services, and we conduct **over 1,480 client engagements per year** on behalf of universities and higher education systems, related associations and professional societies, health systems and hospitals, academic medical centers, life sciences companies, and community and cultural institutions.

WittKieffer is a 100% employee-owned corporation headquartered in the Chicago metropolitan area, with offices strategically located across the United States and in Europe, serving organizations in North America, Europe, Asia, South America, and the Middle East. The firm employs **150 expert search and advisory consultants** and more than **330 exceptional team members** passionately committed to improving quality of life through impactful leadership.

## PURPOSE-DRIVEN

Specialized in delivering impactful leadership solutions to organizations committed to enhancing the quality of life.

Operating exclusively at the intersection of science, healthcare, and education.

## SOLUTION CAPABILITIES

Executive Search  
Professional Search  
Coaches and Support Staff  
Leadership Advisory  
Board Advisory  
Interim Leadership

 **55 years**

Serving clients in the  
Quality of Life  
Ecosystem

 **330+**

Team members

 **1,480+**

Client engagements in  
the last 12 months

 **96%**

Client loyalty index

# Qualifications and Experience

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.

*continued*

Today, athletic departments face a host of new challenges. As a result, leadership must understand the complex issues facing today's athletes and the institutions they represent. Identifying athletic department leadership requires a thoughtful and meticulous plan that will attract a diverse pool of highly qualified candidates. VMI athletic leaders must be ready to build on the accomplishments achieved during past seasons, present a vision for sustained success, navigate the intercollegiate athletics landscape, and implement new initiatives for greater steps forward.

WittKieffer identifies leaders who understand and can lead staff, coaches, and student athletes in facing the complex issues surrounding intercollegiate athletics at this time.



Support the needs of coaches, staff, and student athletes



Recruitment, development, and retention of quality coaches and staff



National movement to support diversity, equity, and inclusion



Emerging policies affecting NIL deals and opportunities for student athletes



Thoughtful implementation of a strategic plan



Compliance with NCAA rules and regulations



Building and maintaining relationships with boosters, sponsors, and alumni



Fiscal responsibility and stewardship

Our consultative approach to the higher education search process includes:

Specialized expertise



Far-reaching network of contacts



Process tailored to each institution

In supporting searches at some of the world's most distinguished institutions of higher education, we have developed an international network of contacts and sources inside higher education as well as among affiliated and related sectors that will yield a diverse pool of outstanding candidates for VMI.

# Qualifications and Experience

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.

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## ATHLETIC LEADERSHIP SEARCH

WittKieffer has supported leadership recruitment efforts for hundreds of prestigious colleges and universities. In so doing, we access a substantive network of contacts inside higher education as well as among affiliated and related sectors.

Following is an abridged list of relevant searches conducted by WittKieffer in the past five years:



**Southern Illinois University-  
Edwardsville**  
Athletic Director



**University of California,  
Berkeley**  
Director of Athletics



**University of California,  
Davis**  
Director of Athletics



**University of California,  
Los Angeles**  
Director of Athletics



**Illinois State University**  
Director of Athletics



**Stanford University**  
Senior Associate Athletic  
Director, Human Resources  
& Diversity, Equity, and  
Inclusion



**Razorback Foundation**  
Executive Director



**Bucknell University**  
Director of Athletics  
and Recreation



**William & Mary**  
Director of Athletics

# Qualifications and Experience

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

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## OUR FOOTPRINT IN VIRGINIA

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Throughout the years, WittKieffer has supported the academic and executive leadership needs of several VASCUPP members institutions. Following is a list of the searches WittKieffer has conducted in partnership with these colleges and universities during the past 12 months.

WittKieffer considers all data related to revenue earned from individual clients proprietary.

### **James Madison University**

Assistant Dean, Finance and Personnel – College of Business (April 2023)

### **Old Dominion University**

Associate Vice President, Budget and Finance Planning (October 2023)

### **Radford University**

Vice President, Enrollment Management and Strategic Communications (June 2023)

### **University of Virginia**

Designated Institutional Official, Associate Dean for Graduate Medical Education (active)  
Chief Corporate Compliance and Privacy Officer – UVA Health (June 2023)

### **Virginia Commonwealth University**

Vice President, Strategic Enrollment Management and Student Success (September 2023)

### **Virginia Tech**

Commandant of Cadets (active)  
Head, Department of Electrical and Computer Engineering (active)  
Head, Department of Computer Engineering (active)  
Vice President, Information Technology/Chief Information Officer (December 2023)

# Key Personnel

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.

## CONSULTANT BIOGRAPHIES

**Jeff Compher**, principal and leader of the firm's Intercollegiate Athletics practice, will serve as the account manager and lead all related search assignments. He will be joined by **Sandra Chu**, who will support each search and endeavor to keep engagements on schedule and progressing to a successful result.



**Jeff Compher**  
Principal  
and Practice Leader,  
Intercollegiate  
Athletics

(630) 575-6928  
[jcompher@  
wittkiewfer.com](mailto:jcompher@wittkiewfer.com)

As a former director of athletics, long-time administrator, and recognized expert on the sports landscape, **Jeff Compher** brings to his role with WittKieffer a unique insight into college athletics and the types of individuals who thrive in leadership roles. Based in North Carolina, Jeff leads searches for athletics directors, coaches, and senior-level administrators at a range of institutions, drawing upon more than 25 years of experience at leading colleges and universities.

Jeff establishes a close rapport and trust with clients, ensuring that an institution's president, trustees, search committee, and other key constituents understand the challenges and opportunities of an engagement. In sourcing candidates and reaching out into the marketplace, he relies upon an extensive network of former peers and leaders with whom he has established relationships over many years.

Jeff's career as an athletics administrator focused on the student-athlete experience and sports as a complement to the educational missions of the institutions he served. He has championed Title IX, diversity and inclusion initiatives, strong ethics and compliance, financial prudence, fundraising, media partnerships, academic support and life skills for athletes, and many more important issues in intercollegiate athletics. As director of athletics for East Carolina University, he oversaw a complex NCAA Division I program with 450 student-athletes and 170 staff members, led the department's ambitious strategic planning efforts, and managed the school's transition from Conference USA to the American Athletic Conference. Jeff was a key member of the chancellor's executive council.

As director of athletics at Northern Illinois University, Jeff emphasized academics, as all 17 of NIU's intercollegiate programs surpassed the NCAA's Academic Progress Rate (APR) every year during his tenure.

### Education

M.S., College Counseling, Shippensburg University of Pennsylvania  
B.S., Psychology, James Madison University

# Key Personnel

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.

*continued*

## CONSULTANT BIOGRAPHIES –CONTINUED



**Sandra Chu**  
Consultant,  
Education

(315) 878-8921  
[schu@  
wittkiewfer.com](mailto:schu@wittkiewfer.com)

Based in Geneva, NY, **Sandra Chu** supports clients by taking a 30,000-foot view of their leadership challenges while also paying close attention to details of their specific situation and institution. Sandra supports a range of executive recruitments for WittKieffer, with a portfolio that focuses on athletics leaders, presidents, provosts, and deans. She is known for creating a broad, diverse pool of candidates for given roles. Sandra has more than 20 years of experience in leadership development, project and relationship management, and executive recruiting. She produces results through innovative, motivational, and authentic leadership.

Sandra is a former all-Ivy League athlete and served as a collegiate rowing coach for 22 years while developing athletes at Princeton University, Kansas State University, and Hobart and William Smith Colleges. Among her coaching accomplishments, she mentored 26 All-Americans and 248 All-Academics and was named national, regional, and league coach of the year while leading her teams to eight NCAA Championships.

Prior to joining WittKieffer in 2021, Sandra was a principal with Two Tigers Consulting in Geneva, New York. In this role, she coached individuals and organizations in leadership development, including administering DISC behavioral evaluations. Concurrently, she was a consultant for MMS Consulting of Langhorne, Pennsylvania, where she project-managed two national conferences on student health and wellness in the K-12 space. Sandra continues to be involved in collegiate athletics as a mentor and advisor to rowing coaches. She also serves as one of the start line announcers at the Head of the Charles Regatta (HOCR).

Sandra is a WittKieffer Quality Award winner for her service to clients and candidates.

### **Education**

M.A., English and American Literature, New York University  
B.A., Psychology, Princeton University

# Key Personnel

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.

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The strength of our team lies in its collective expertise and diversity. Your dedicated search team will be supported by an extensive network of **150 search and advisory consultants and 25 research staff** located across the country. This collaborative approach allows us to tap into a vast pool of knowledge and insights — not limited to education but also encompassing adjacent markets such as academic medical centers and healthcare.

## CONSULTANTS

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Our consultants are your dedicated market experts. By fully immersing themselves in VMI's environment, they develop a deep understanding of your distinct needs, enabling them to tailor the search process to align with your objectives. With their extensive industry knowledge, valuable connections, and in-depth understanding of human resources roles, they provide a deep well of insights and access to top-tier professionals.

## PROJECT COORDINATION

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A dedicated executive search coordinator serves as your administrative ally throughout your search, expertly handling the intricacies of project management. Their responsibilities encompass monitoring internal processes, orchestrating interviews, managing schedules, and maintaining open communication with your search liaison. With their capable support, you can confidently delegate the administrative logistics of your search, enabling you to dedicate your efforts to finding the ideal candidate.

## RESEARCH

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WittKieffer is proud to have one of the largest research teams in the executive search industry. Our research analysts gather extensive intelligence on potential candidates for each search, enabling us to identify candidates that other firms may never find or overlook. Our thorough research informs a more strategic approach, empowering us to make data-driven decisions and reveal exceptional candidates throughout the search process.

## TALENT STRATEGY & INSIGHTS

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Our Commercial Strategy & Insights team is dedicated to advancing our market knowledge. By harnessing the power of data, analytics, and proprietary insights gained by our consultants from hundreds of thousands of daily interactions with clients and candidates, this team provides market and talent intelligence that keeps us at the forefront of industry trends. Your dedicated search team will be equipped with current insights into the talent pool, talent dynamics, role evolution, and other aspects of the leadership landscape related to athletics leadership.

## VI. B. 7. Proposed Cost. See Section X. Pricing Schedule of this Request for Proposal.

WittKieffer holds a current agreement with the University of Virginia and Virginia State Schools and is pleased to extend this agreement to VMI. The following pricing terms are consistent with contract #UVA2266840.

- Professional fees for this search assignment are 32% of the position's total cash compensation, with a minimum of \$60,000, inclusive of base salary and the target annual incentive opportunity for which the position is eligible. Upon candidate's acceptance of offer, we will adjust our fee up or down depending on the compensation arrangement finalized in the accepted offer letter.
- If WittKieffer supports multiple searches at VMI within one year, the following discounts will be applied to the professional fee.
  - 3-4 Searches – Professional fees are 31% of the position's total cash compensation, inclusive of base salary and the target annual incentive opportunity for which the position is eligible.
  - ≥5 Searches – Professional fees are 30% of the position's total cash compensation, inclusive of base salary and the target annual incentive opportunity for which the position is eligible.
- The fixed job expenses are 9% of the estimated professional fee with a not-to-exceed limit of \$7,000 per job. These expenses are for data and technology services, WittKieffer's proprietary database of more than 1.2 million leaders, specialized third-party candidate database access, verification and compliance checks, and other search expenses that are integral to but not easily segregable for this individual search assignment.
- Out-of-pocket expenses directly related to this search assignment will be billed, with such expenses to include, but not necessarily be limited to: WittKieffer consultant and candidate travel and accommodations, courier services, video conferences (if charges apply) and other consultant-candidate interview costs, education and licensure verification, media checks, advertising, overnight delivery, and professional printing.
- Separate pricing will be provided for any optional services (e.g., assessment, onboarding support) or additional services scoped following this work.

### **OUR QUALITY QUARANTEE**

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If the leader we place with VMI ceases to be employed by the client in any capacity within one year of the executive's commencement of employment, then WittKieffer will search for a replacement to fill the original position without additional professional fees or fees for data and technology services charged to the client. WittKieffer's guarantee excludes those situations where the placement departs due to organizational realignment, department restructuring, material changes in the position, death, or disability. Additional out-of-pocket expenses associated with the replacement search will be charged in the same manner as the original search.

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

## **OPTIONAL SERVICES - EXECUTIVE ASSESSMENT AND EARLY ONBOARDING SUPPORT**

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As part of our evidence-based approach to recruitment, WittKieffer offers leading selection assessment and post-hire assimilation and early onboarding services. Our approach includes the following activities and deliverables:

### **Executive assessment**

- A competency-based interview between each candidate and a leadership advisory consultant.
  - A comprehensive set of online psychometric assessments.
  - A debrief session between a leadership advisory consultant and the hiring authority to interpret assessments findings.
  - Tailored interview questions and strategies based on assessment findings, as desired.
- 

### **Early onboarding support**

- A 90-minute assessment feedback session with the placement prior to or at the commencement of their employment.
- An alignment session with a leadership advisory consultant, the placement, and hiring authority 30 days post-hire to ensure agreement of goals and to develop a strong partnership.
- A 100-day check-in meeting between the WittKieffer search consultant, leadership advisory consultant, and the placement to provide continued guidance and support.

The fees for these services are: \$5,000 for a single finalist, an additional \$4,000 for a second finalist candidate, and \$3,000 for each additional candidate.

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: WittKieffer, Inc.

ADDRESS: 2015 Spring Road, Ste.510

CITY/STATE: Oak Brook, IL

TELEPHONE NUMBER: 630-990-1370

FEDERAL ID NUMBER (FIN): 36-2919320

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

- SMALL BUSINESS
- WOMAN-OWNED BUSINESS
- MINORITY-OWNED BUSINESS
- SHELTERED WORKSHOP
- INDIVIDUAL BUSINESS
- SOLE PROPRIETORSHIP
- PARTNERSHIP
- 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:

  
 \_\_\_\_\_  
 SIGNATURE OF OFFEROR

\_\_\_\_\_ February 29, 2024  
 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.
- Other (please specify) \_\_\_\_\_.

**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: Southern Illinois University Edwardsville

ADDRESS: State Route 157, Edwardsville, IL 62026

CONTACT  
PERSON/PHONE#: Chancellor James Minor, Ph.D. / 618-650-2477

APPROXIMATE DOLLAR VOLUME PER YEAR: This is proprietary information that WittKieffer will not make available.

PROJECTS/DATES/DESCRIPTION: Jeff Compher, with support from Sandra Chu, led the search for the SIUE Director of Intercollegiate Athletics that concluded in April 2023.

CLIENT: University of California Davis

ADDRESS: One Shields Avenue, Davis, CA 95616

CONTACT  
PERSON/PHONE#: Rocko DeLuca, Director of Athletics / 530-752-1111

APPROXIMATE DOLLAR VOLUME PER YEAR: This is proprietary information that WittKieffer will not make available.

PROJECTS/DATES/DESCRIPTION: Jeff Compher co-led the Director of Athletics search at UC Davis. After a national search, Rocko DeLuca was the candidate of choice and announced as the new AD in March 2021.

CLIENT: Illinois State University

ADDRESS: 214 Julian Hall, Normal, IL 61790

CONTACT  
PERSON/PHONE#: Larry Dietz, Ph.D. - former Chancellor / 309-824-1415

APPROXIMATE DOLLAR VOLUME PER YEAR: This is proprietary information that WittKieffer will not make available.

PROJECTS/DATES/DESCRIPTION: During his tenure at ISU, Dr. Dietz was the Athletic Director Search Hiring Manager. Jeff Compher led this search, which was concluded in December 2020.

CLIENT: Virginia Military Institute

ADDRESS: Lexington, VA 24055

CONTACT PERSON/PHONE#: Eugene Scott / 540-464-7207

APPROXIMATE DOLLAR VOLUME PER YEAR: This is proprietary information that WittKieffer will not make available.

PROJECT/DATES/DESCRIPTION: Mr. Scott was the designated Alumni Representative on the Superintendent Search Committee. WittKieffer conducted the 2021 search for the VMI Superintendent, which resulted in the placement of Retired Maj. Gen. Cedric T. Wins to the post.

## 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](http://www.sbsd.virginia.gov) (Certification Division).

**Offeror Name:** WittKieffer, Inc.

**Preparer Name:** Jeff Compher **Date:** February 29, 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: \_\_\_\_\_

**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.

**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
WittKieffer is able to meet and exceed the expectations outlined in the Scope of Services section of the RFP without support from subcontractors.					
<b>Totals \$</b>					

**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](http://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](mailto: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](mailto: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:

WittKieffer, Inc. \_\_\_\_\_

2015 Spring Road, Ste. 510 \_\_\_\_\_

Oak Brook \_\_\_\_\_

Illinois \_\_\_\_\_ Zip Code: 60532 \_\_\_\_\_

EVA Vendor ID or DUNS number 010273670 \_\_\_\_\_

E-mail: contracts@wittkieffer.com \_\_\_\_\_

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

Date: February 29, 2024 \_\_\_\_\_

By:  \_\_\_\_\_

(Signature In Ink)

Name: Jeff Compher \_\_\_\_\_

(Please Print)

Title: Principal \_\_\_\_\_

Phone: (630) 575-6928 \_\_\_\_\_

Fax: (630) 990-1382 \_\_\_\_\_

**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.**

**Virginia Military Institute  
Request for Proposal V211-024-045  
Executive Search Services – Athletics  
Requested Modifications**

<b>Section</b>	<b>Requested Modification</b>	<b>Reason for Requested Modification</b>
XI Q	Delete in its entirety.	WittKieffer cannot agree to pay for another search firm to conduct the search.
XII 10	Line 1 – Before "Contractor" insert "To the extent resulting from Contractor's negligence or willful misconduct, "  Line 2 – Before "claims" insert "third party".	WittKieffer would expect that the indemnity would apply only to third party claims and only where the claim resulted from WittKieffer's wrongdoing.
XII 16	Delete in its entirety	WittKieffer doesn't conduct SOC type audits as they are not applicable to the type of services we provide.



Developing leaders for competition.

***WittKieffer***

Improving quality of life through  
impactful leadership.