



University of Michigan

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Data from 4 Studies

- 2015-16
 - To what extent are Search Firms used to hire presidents?
 - What do Search Firms really do?
- 2017
 - Has the use of search firms increased?
 - 1975-76 through 2015-16
- 2021
 - Background of Search Firm leaders
- 2022
 - Presidential salaries



Contracts

- **57% prepared by search firms**
 - Of these, 65% were letters
- **43% prepared by IHEs**
 - Of these, 85% were formal contracts

Cost of search





Services included in contracts

- Regarding candidates
 - Outreach
 - Screening
 - Scheduling, communication
- General communication
- Research
- Advertising, web portal
- Background checks
- Other (copying, travel, “other”)
- Most frequent
 - 70%
 - 64%
 - 51% each
- 45%
- 38%
- 34% each
- 30%
- <25% each



Confidentiality

- Is a search firm policy • 51%
- Is an institutional policy • 28%
- Search committee must sign a confidentiality agreement • 38%
- Search firm owns data/information from search • 26%



Due Diligence

Topic	Included	With add'l fee
**Will check references listed by candidates	51%	0%
**Will check references suggested by others	46%	0%
**Degree check	23%	20%
**Media	20%	2%
*Credit report	12%	20%
Criminal record	10%	21%
*DMV check	8%	16%
Others: Litigation, Lexis/Nexis, PI firm, Psych test	5-7%	2-26%

Percentages are additive – e.g., 43% will check degrees

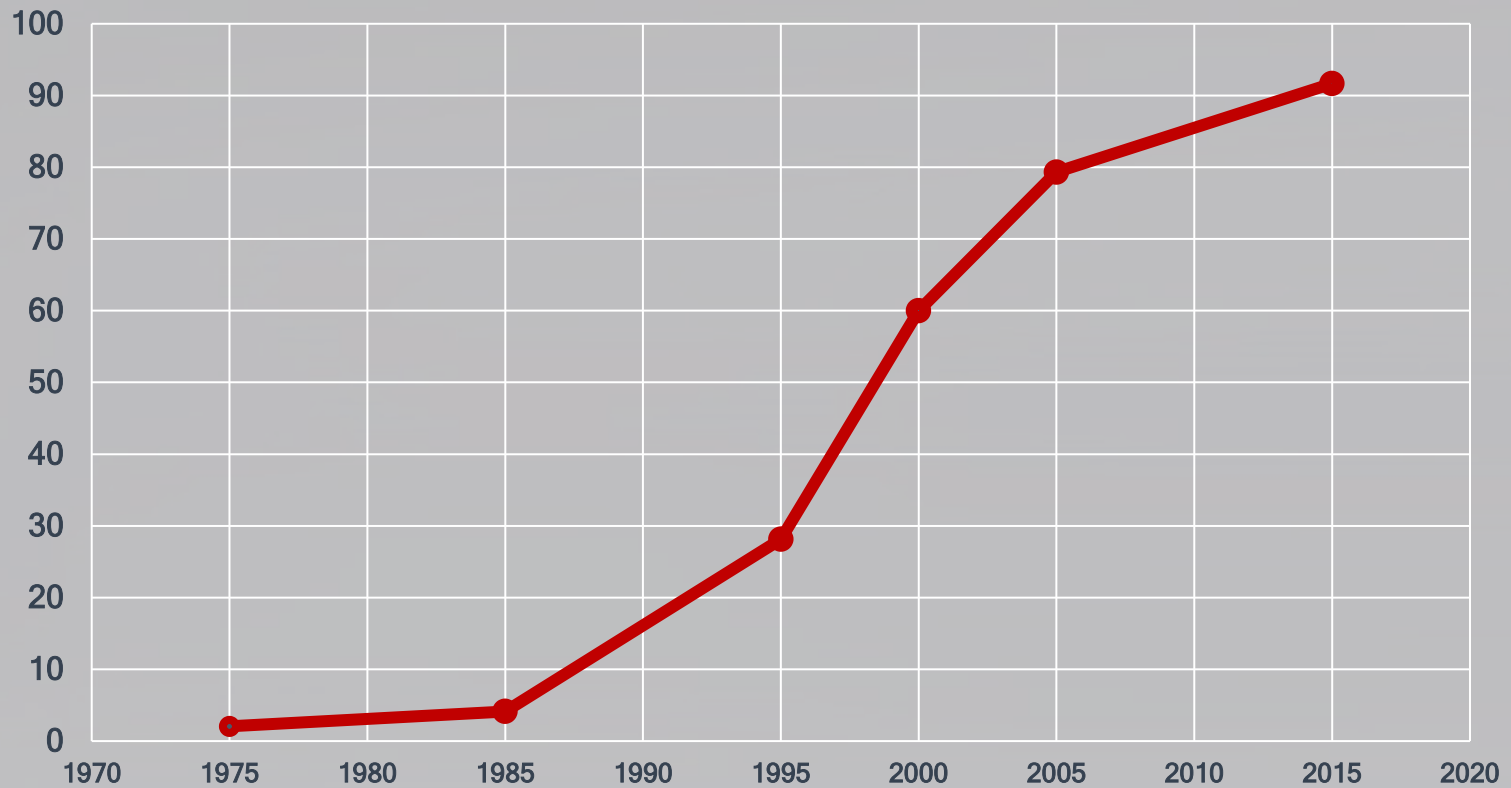
****Extremely important**

***Should be done if needed**



% using search firms

2% to 92%





What is experience of SF leaders?

- **Selected top 21 Search Firms - 22 leaders**
 - 7 held PhD/EdD, 7 MA/MS, 8 BA/BS
 - 5 leaders at 4 firms have been univ prez
 - 2 have been faculty, dean, provost, & prez (full spectrum)
- **Other backgrounds**
 - 6: Development, alumni relations, student housing and/or admissions
 - 1: Exec asst to prez, 3: may have had tenure, 1: adjunct professor
- These are leaders - perhaps staff have other (more relevant) experiences??



Length of presidency

- Across years 1975-76 to 2005-06, presidents served 1-39 years
 - 2005-06 had shortest average: 7.66
 - Caveat: 25 of the 136 identified are still in office
 - 1985-86 had longest average: 9.89



RFPs and Contracts

- RFPs and Proposals
 - Define the needs specifically & clearly
 - Create metrics to evaluate proposals
- IHE should create a formal contract
 - List all expectations & requirements
 - Remember, only those in writing are legal requirements



Confidentiality

- Why is confidentiality needed?
- What is the effect of confidentiality on the community?
 - Faculty, students, public, legislators, donors
- We believe that confidentiality is a cause of more presidents stepping down before contracts are completed
 - “Failed” presidents - less than 2.5 years



Due diligence

- At a minimum
 - Degree checks
 - References on- and off-list
 - Media hits
- As needed
 - DMV records
 - Credit reports



Recommendations

- Use search firm expertise to fill-in what you cannot do on-site
- Are there tasks that faculty/staff can do?
 - Travel arrangements, reference checks
- Are there tasks that SF could do?
 - Collect info, first-cut review of candidates



2022 Study: Salaries

- Prez at 49 of 50 flagship IHEs
- Salaries in 2010 & 2020
 - Used CPPI inflation calculator to adjust 2010 \$\$
- Average Prez salaries
 - 2010: \$460,000 2020: \$715,000
- Average full professor salaries
 - 2010: \$132,311 2020: \$132,958



Questions?

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