



ISAACSON, MILLER

*Recruiting exceptional leaders
for mission-driven organizations*



January 19, 2005

Bob Klein on behalf of the Governing Board
Independent Citizens' Oversight Committee
California Institute for Regenerative Medicine
c/o info@cirm.ca.gov

Dear Search Committee and Governing Board Members:

Thank you for your willingness to entertain our proposal. We would be pleased to serve the California Institute for Regenerative Medicine in its search for its first President. This letter and the enclosed materials describe our firm, our search process, and our experience in recruiting executive leadership for research institutes and universities. Please accept them as our proposal to assist you in your presidential recruitment efforts.

THE FIRM

Isaacson, Miller specializes in organizations that are essential to civic life. We work for not-for-profit organizations, for independent public authorities, and for corporations that provide public mission services.

In our core work, we cover the full range of public missions, including scientific research institutes, colleges and universities, foundations, academic medical centers, advocacy groups, cultural organizations, environmental defense, child welfare, community economic development organizations, and K-12 independent and public school systems.

We are a mid-sized, focused, steadily growing, national firm. We have 40 professional employees, located in our San Francisco Bay Area, Boston, and Washington offices. We do roughly 150 retained executive searches a year. We have been in business for 22 years. We grow between ten and twenty percent every year primarily through additional work from current clients and word-of-mouth referrals. Executive Recruiter News regularly ranks us among the largest and the best search firms in the country.

We feel strongly that our size, strength, and focus allow us all the efficiencies of a significant volume of searches, with an expert staff, but still permit us to attend personally to our clients, to develop relationships that last, and to share readily our learnings within the firm.

DISTINGUISHING CHARACTERISTICS

There are three features that distinguish us from other retained search firms. First is our sense of mission, our corporate purpose. We seek to bring excellent leaders to important civic endeavors. There is no search firm in the country that has conducted as many and as varied a range of searches in the independent sector as we have at Isaacson, Miller. Although our client base is largely nonprofits, the candidates we recruit to these leadership positions come from all sectors – for-profit, not-for-profit, and public.

Second is our longstanding commitment to bringing women and people of color to senior management positions. We have established networks that support us in our efforts to build and present diverse pools of candidates.

Third is our attention to the craft of search. We attend carefully to learning and understanding the unique strategic challenges and organizational cultures of our clients, to networking thoughtfully for candidates who may not currently be looking for a new position, and to interviewing and referencing our candidates in depth.

Isaacson, Miller is also unusual in its commitment to treat all our contacts with respect. We take particular care to acknowledge and follow up on nominations, to keep prospective candidates advised of their status, to handle rejected candidates with consideration, and to inform our important sources of the progress of the search. While this attention to process is time-consuming, it is an important service to our clients, whose own reputations are at stake.

OUR COMMITMENT TO RESEARCH INSTITUTES AND INSTITUTIONS OF HIGHER EDUCATION

In the last few years, we have been frequently retained by institutions of higher education and by scientific research institutions (see the enclosed representative client lists). We feel our work has given us a unique understanding of the issues facing these unusual organizations. We believe we have been successful because we are able to identify people who combine a strong management capacity with a compelling research and/or educational mission.

We are acutely aware that these institutions are among the most complex and successful organizations on the American landscape. They contain more invested human capital than any other comparably sized organization. They grant more autonomy to their key staff than any corporation. They measure success in the creation of new knowledge. They often assume lifetime financial responsibilities or the equivalent for their tenured faculty and key researchers and they insist on two, not one, fundamental missions.

Under these circumstances, we believe that it takes greater leadership skill to manage these institutions than any other comparably sized organizations in America. We believe we have evolved a highly articulated search process that can serve research institutes responsively and

precisely. We are prepared to make the extra investment in time and energy that is required because we fundamentally believe that your organization is essential to our economy in California and to American intellectual and civic life.

OUR APPROACH TO THE SEARCH

Isaacson, Miller has a simple but structured search process. We would adapt it to your requirements, and we would join you as partners in its implementation. At each stage, we offer written materials, explanations, and a precise, prescheduled timetable. A complete description of our standard search process can be found in the enclosed *Our Approach to Search*.

We would conduct this search on a rigorous timetable with clear deliverables that we will begin to define with you on the day we launch. Presidential searches usually require a minimum of six to nine months rather than our more typical length of approximately 16 weeks. Each institution also presents its own specific blend of Governing Board and the larger research, academic, and community issues. The hiring of a new President will be the most important responsibility of the Governing Board. Final decisions are not shared. At the same time, the research, academic, and other communities are vitally interested both in participating in the process of so important a search and in its outcome. Handled well, a presidential search can be tailored to the specific circumstances of this newly created institution and can become an opportunity to consolidate gains and prepare for the future.

We want the search to begin with a clear understanding of the Institute and its anticipated needs over the future. To build that understanding, we would meet with the search committee, with members of the Governing Board and with appropriate groups of constituents, both in California and throughout the United States. Before we launch the search we want to be able to describe, in an effective, 8- to 10-page position profile, the kinds of success you and the search committee will expect from the candidate you hire. The "Challenge Profile" for our recent University of Texas research search is enclosed.

STAFF TO THE SEARCH

David Bellshaw

David Bellshaw served as a director at Isaacson, Miller from 1992 to 2000 and rejoined the firm from San Francisco in 2003. David entered the field of executive search in 1990 with Heidrick & Struggles before joining Isaacson, Miller at its Boston headquarters. After moving to California, David served as Senior Vice President (of People and subsequently Operations) at campsix, a technology business incubator in San Francisco. He then joined Ethos Consulting, a retained corporate search firm in the San Francisco Bay area, before returning to Isaacson, Miller. David has experience recruiting for the most senior executive roles in corporations as well as leading dean, president, and research institute director searches in higher education; searches for senior administrative and technical officers in academic medicine; and recruiting executive directors

and senior staff for environmental and advocacy organizations. David holds a B.S. in Business Administration from the University of California at Berkeley and an M.B.A. from the University of California at Davis.

The following are a few of the searches that highlight Mr. Bellshaw's experience with research and academic institutions:

University of Texas System, Search for the Vice Chancellor for Research and Technology Transfer

Contact: Dr. Kenneth Shine, Executive Vice Chancellor for Health Affairs

Phone: 512.499.4224

E-Mail: kshine@utsystem.edu

Arizona State University, Search for the Vice Provost for Research, ASU East Provost, and other executive positions

Contact: Dr. Milton Glick, Executive Vice President

Phone: 480.965.1224

E-Mail: glick@asu.edu

Lovelace Respiratory Research Institute, Search for the President

Contact: Ms. Jackie Lovelace Johnson, Search Chair

Phone: 913.432.4229

Regan Gough Senior Associate

Regan Gough joined Isaacson, Miller in 2001. Prior to joining the firm, she was a Managing Consultant for Korn Ferry/Futurestep, a global internet leveraged executive search firm. Prior to her experience at Korn Ferry/Futurestep, Regan was sole proprietor of her own recruiting and consulting firm, and a consultant and researcher for ES Leadership International, a boutique retained search firm in San Francisco, CA. Regan has recruited senior leadership to both the nonprofit and for profit sectors including academic, healthcare, technology, economic development, philanthropy and professional service organizations. Most recent clients include Columbia University, New York University, Wallace Reader's Digest Fund, CEOs for Cities and Combined Jewish Philanthropies. Originally from the San Francisco Bay Area, Regan holds a B.A. in English, cum laude, from Wellesley College in Wellesley, MA.

OUR RECORD IN RECRUITING WOMEN AND PEOPLE OF COLOR

In every search, Isaacson, Miller seeks to identify a diverse pool of candidates. Through our efforts, women and people of color have been recruited to key civic leadership positions throughout the country. In the course of nearly two decades, we have established an extensive

network of contacts who recognize that our commitment to diversity is genuine and our track record is unparalleled. We call upon and build upon this network in every search we do.

Since 1983, approximately 40% of the firm's placements have been women and 25% have been people of color. Our own staff, at all levels, comprises 67% women and 22% people of color.

FEES AND EXPENSES

Professional Fees

Isaacson, Miller works for clients on a retainer basis. Our retainer for professional services is one third of the hired candidate's first year's cash compensation, comprising base salary and cash bonuses, including any sign-on bonus. We bill our retainer monthly in three equal installments based on an estimate of the cash compensation at the start of the search and make any necessary adjustment at the conclusion of the search. If appropriate, we would be willing to discuss a fixed fee arrangement.

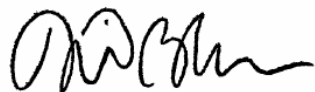
Expenses

We incur two types of reimbursable expenses: direct and indirect. **Direct expenses** include the direct costs of travel, meals, and lodging associated with the interviewing and selection process and with visits to the client. They also include the costs of advertising, videoconferencing, and candidate expenses, which we pay directly to protect candidate confidentiality. **Indirect expenses** are those that are difficult to attribute to a specific project. They include phone, fax, email, postage and delivery, printing and copying, and internal research. We charge 9% of the retainer to cover indirect expenses, and include this in our monthly retainer billing.

We endeavor to keep our expenses; the most significant of which is travel, to a minimum. This we do by scheduling our trips, whenever possible, to do work for more than one client, and then dividing the costs for that trip among those clients. We also try to "hub" our interviews with candidates to minimize travel costs. We would be happy to discuss this with you further at the appropriate time.

Please call if you have any questions regarding this information, or if you require more copies of our materials. We would be happy to meet with the Governing Board and/or its representatives to discuss this matter in greater detail.

Sincerely,



David Bellshaw
Vice President & Director



ABOUT ISAACSON MILLER

Isaacson, Miller is a national executive search firm devoted to recruiting exceptional leaders for mission-driven organizations. Our founders created the firm in 1982, a time when civic institutions rarely used executive search firms.

The firm has grown steadily, and today, Isaacson, Miller stands alone as a large, national, retained search firm dedicated to the full range of public and civic missions. We have active practices in higher education, science and social science research, human services, conservation and environmental defense, human and civil rights advocacy, K-12 education, academic and community healthcare, philanthropy, arts and culture, and community-based economic development, with sub-specialties in almost every functional area.

Many of our clients and past candidates become part of an extended network that shares our goal of strengthening the civic infrastructure. They see their own missions reflected in the work of the firm and choose to assist us, generously, in our quest for the finest talent in their fields.

● Isaacson, Miller is a
● mission-driven business
● committed to the
● recruitment of powerful
● civic leaders.

The country's civic community has come to recognize our persistent commitment to recruiting diverse talent. On average, in searches completed with us over the last decade, 40% of our clients have hired women and 25% people of color.

Isaacson, Miller is a mission-driven business committed to the recruitment of powerful civic leaders who raise our own and our clients' competitive aspirations. We believe that civic organizations are essential to a strong civil society, a vigorous democracy, and to a free market economy. Civic institutions educate us all. They encourage the marketplace of ideas

through research, teaching, and advocacy. They inspire innovation, and, through foundations and philanthropy, they arouse the charitable endeavors of private citizens. The civic sector serves as the guardian of our economic and societal strength. We have made its success our business.



ISAACSON, MILLER

Representative Searches

RESEARCH INSTITUTES AND RESEARCH ROLES

The Africa-America Institute

New York, NY

Vice President, Training and Development

**Alaska Synthetic Aperture Radar Facility,
University of Alaska Fairbanks**

Fairbanks, AK

Director

American Board of Internal Medicine

Philadelphia, PA

Senior Vice President for Research and
Development

American Museum of Natural History

New York, NY

Associate Director, Human Resources
Director, Government Relations
Director, National Center for Science Literacy,
Education and Technology

**Arizona Biodesign Institute at Arizona State
University**

Tempe, AZ

Director

Arizona State University

Tempe, AZ

Vice Provost for Research

**Arizona State University, Stardust Center for
Affordable Housing and the Family**

Tempe, AZ

Director

Berkeley Policy Associates

Oakland, CA

President and Chief Executive Officer

Beth Israel Deaconess Medical Center

Boston, MA

Vice President, Research Operations

Boston Renaissance Charter School

Boston, MA

Director, Research, Evaluation and Assessment

**Center for School Improvement at The University
of Chicago**

Chicago, IL

Deputy Director/Chief Operating Officer

**The Center for Urban Schools, Communities, and
Their Improvement at The University of Chicago**

Chicago, IL

Executive Director

**Chapin Hall Center for Children at The
University of Chicago**

Chicago, IL

Executive Director

**Charlotte Research Institute at the University of
North Carolina at Charlotte**

Charlotte, NC

Executive Director

The Church Pension Group

New York, NY

Director of Analytical Research

Columbia University

New York, NY

Chair, International Research Institute Board

Director, Responsible Conduct of Research

**Columbia University, Lamont-Doherty Earth
Observatory**

Palisades, NY

Assistant Director of LDEO / Director of
Administration

Director

Director of Development

Vice Provost and Executive Director

Columbia University's Biosphere 2 Center*Oracle, AZ*

President/Executive Director
Senior Development Officer and Director of
Strategic Initiatives

Consortium for Oceanographic Research and Education*Washington, DC*

President

The Forsyth Institute*Boston, MA*

President

Gulf of Maine Research Institute*Portland, ME*

Chief Scientific Officer

H. John Heinz III Center for Science, Economics and the Environment*Washington, DC*

President

Hartford Hospital*Hartford, CT*

Cancer Clinical Research Coordinator

Harvard University*Cambridge, MA*

Associate Dean of Research

Harvard Business School*Boston, MA*

Director of Research and Information Services,
Baker Library

Harvard University, Center for Genomics Research*Cambridge, MA*

Director of Administration and Finance
Executive Director

Harvard University, Center for Imaging and Mesoscale Tools*Cambridge, MA*

Associate Director

Harvard University, Department of Molecular and Cellular Biology*Cambridge, MA*

Director of Administration

Institute of Human Virology*Baltimore, MD*

Chief Operating Officer

The Jackson Laboratory*Bar Harbor, ME*

Chief Administrative Officer

Deputy Director

James B. Hunt, Jr. Institute for Educational Leadership and Policy*Chapel Hill, NC*

Director

Lovelace Respiratory Research Institute*Albuquerque, NM*

Chief Executive Officer

MCNC*Research Triangle Park, NC*

Managing Director, Grid Computing and
Networking Services

MIT Lincoln Laboratory*Lexington, MA*

Associate Director

Associate Head, Administration Division

Chief Financial Officer

National Academy for Excellent Teaching*New York, NY*

Executive Director

National Academy of Sciences*Washington, DC*

Chief Advancement Officer

Executive Director, Koshland Science Museum
and Science Outreach

**National Center for Children in Poverty,
Columbia University Mailman School of
Public Health***New York, NY*

Executive Director

National Center for Educational Accountability*Austin, TX*

Chief Executive Officer

National Opinion Research Center*Chicago, IL*

Director, Survey Research

President

Sampling Director

New York University*New York, NY*

Vice Provost for Research

New York University School of Medicine*New York, NY*

Associate Dean for Sponsored Research

Associate Director of Research

New York University Cancer Institute (formerly Kaplan Comprehensive Cancer Center)*New York, NY*

Director

Executive Director of Administration

Partners Healthcare System, Inc.*Boston, MA*Director, Corporate Sponsored Research and
Licensing Office at Massachusetts General
HospitalSenior Attorney, Corporate Sponsored Research
and Licensing Office at Massachusetts General
Hospital**Redefining Progress***San Francisco, CA*

Executive Director

Rensselaer Polytechnic Institute*Troy, NY*

Director, Research Administration and Finance

Rensselaer Polytechnic Institute, Center for Biotechnology and Interdisciplinary Studies*Troy, NY*

Director

Research Triangle Institute*Research Triangle Park, NC*

President

Sabin Vaccine Institute*New Canaan, CT*

President

SerOptix*Woburn, MA*

Chief Scientific Officer

The Alvin J. Siteman Cancer Center at Barnes-Jewish Hospital and Washington University School of Medicine in St. Louis*St. Louis, MO*Director of Research and Business
Administration**State University of New York System***Albany, NY*Associate Provost, Institutional Research and
Analysis**The Joseph Stokes, Jr. Research Institute at The Children's Hospital of Philadelphia***Philadelphia, PA*Assistant Vice President for Research
Administration**University of Chicago Hospitals and Health System***Chicago, IL*Associate Director for Research Administration,
Office of Sponsored Programs**University of Illinois at Urbana-Champaign***Urbana, IL*

Director of the Beckman Institute

University of Minnesota*Minneapolis, MN*

Vice President for Research

University of New Hampshire*Durham, NH*

Founding Director of the Carsey Institute

University of New Hampshire School of Health and Human Services*Durham, NH*

Associate Dean for Research

University of Pennsylvania*Philadelphia, PA*

Vice Provost for Research

University of Vermont*Burlington, VT*Vice President for Research and Dean of the
Graduate College**Washington University in St. Louis***St. Louis, MO*

Associate Vice Chancellor for Research

Washington University in St. Louis School of Medicine*St. Louis, MO*

Director, Grants and Contracts Office



Whitehead Institute for Biomedical Research

Cambridge, MA

Director and President

Director of Grants and Accounting

Workers Compensation Research Institute

Cambridge, MA

Director of Research



ISAACSON, MILLER

Representative Searches

HIGHER EDUCATION ACADEMIC LEADERSHIP SEARCHES: COLLEGES, UNIVERSITIES AND RESEARCH INSTITUTES

COLLEGES AND UNIVERSITIES

PRESIDENTS AND CHANCELLORS

Alamo Community College District

San Antonio, TX

Chancellor

American University in Bulgaria

Blagoevgrad, Bulgaria

President

Austin Community College

Austin, TX

President

Boston Architectural Center

Boston, MA

President

Brown University

Providence, RI

President

Case Western Reserve University

Cleveland, OH

President

Champlain College

Burlington, VT

President

Clarkson University

Potsdam, NY

President

College of the Holy Cross

Worcester, MA

President (Counsel to the search)

Colorado College

Colorado Springs, CO

President

Connecticut College

New London, CT

President

Cornell University

Ithaca, NY

President

Gettysburg College

Gettysburg, PA

President

Hamilton College

Clinton, NY

President

Kentucky State University

Frankfort, KY

President

Madison Area Technical College

Madison, WI

President

Milwaukee Area Technical College

Milwaukee, WI

President/Chief Executive Officer

Morehead State University

Morehead, KY

President

**New York City Technical College, City University
of New York**

New York, NY

President

Ohio Wesleyan University*Delaware, OH*

President

Oregon State University*Corvallis, OR*

President

Reed College*Portland, OR*

President

Regis College*Weston, MA*

President

Rensselaer Polytechnic Institute*Troy, NY*

President

Roxbury Community College*Roxbury Crossing, MA*

Interim President

President

St. John's College*Santa Fe, NM*

President

St. Joseph's College*Standish, ME*

President

**State University of New York, College of
Environmental Science and Forestry***Syracuse, NY*

President

Tougaloo College*Tougaloo, MS*

President

Tufts University*Medford, MA*

President

University of Massachusetts Amherst*Amherst, MA*

Chancellor

University of Pennsylvania*Philadelphia, PA*

President

University of the Middle East Project*Cambridge, MA*

Executive Director/ Chief Executive Officer

University of Vermont*Burlington, VT*

President

University System of New Hampshire*Lee, NH*

Chancellor

Waukesha County Technical College*Pewaukee, WI*

President

Wheaton College*Norton, MA*

President

Whitman College*Walla Walla, WA*

President

PROVOSTS AND VICE PRESIDENTS FOR ACADEMIC AFFAIRS

Arizona State University*Tempe, AZ*

Provost, ASU East (Mesa, AZ)

Baldwin-Wallace College*Berea, OH*Vice President, Academic Affairs/Dean of the
College**Chatham College***Pittsburgh, PA*Vice President, Academic Affairs and Dean of
Faculty**Columbia University, Teachers College***New York, NY*Dean of the College and Vice President for
Academic Affairs

DePaul University*Chicago, IL*

Executive Vice President for Academic Affairs

Georgetown University*Washington, DC*

Executive Vice President and Provost

Grand Valley State University*Allendale, MI*

Provost and Vice President for Academic Affairs

Hunter College, City University of New York*New York, NY*

Provost

Manhattanville College*Purchase, NY*

Provost and Dean of the Faculty

Michigan Technological University*Houghton, MI*Provost and Senior Vice President for Academic
and Student Affairs**New York City Technical College, City University
of New York***New York, NY*

Provost and Vice President, Academic Affairs

Regis College*Weston, MA*

Vice President for Academic Affairs

Simon's Rock College of Bard*Great Barrington, MA*

Vice President and Provost

University of Illinois at Chicago*Chicago, IL*Provost and Vice Chancellor for Academic
Affairs**University of Illinois at Springfield***Springfield, IL*Provost and Vice Chancellor for Academic
Affairs**University of Massachusetts Boston***Boston, MA*

Vice President of Academic Affairs and Provost

University of Missouri - Kansas City*Kansas City, MO*Provost and Vice Chancellor for Academic
Affairs

DEANS, VICE PRESIDENTS FOR RESEARCH, DIRECTORS AND CHAIRS

Adelphi University*Garden City, NY*Dean, Derner Institute of Advanced
Psychological Studies**Arizona State University***Tempe, AZ*

Vice Provost for Research

**Arizona State University, W.P. Carey School of
Business***Tempe, AZ*

Director, Executive Education

Berklee College of Music*Boston, MA*Dean, Professional Writing Division (*music*)**Boston College, The College of Arts and Sciences***Chestnut Hill, MA*

Dean

Boston College Law School*Newton, MA*

Dean

Boston College, Lynch School of Education*Chestnut Hill, MA*Anita C. Brennan Chair in Education
Associate Dean**Case Western Reserve University, Weatherhead
School of Management***Cleveland, OH*

Dean

Chatham College*Pittsburgh, PA*Vice President, Continuing Education and
Distance Learning**Clarkson University School of Business***Potsdam, NY*

Dean

Clarkson University School of Engineering*Potsdam, NY*

Dean

DePaul University, College of Commerce*Chicago, IL*

Dean

DePaul University, College of Law*Chicago, IL*

Dean

DePaul University, School for New Learning*Chicago, IL*

Dean

DePaul University, School of Education*Chicago, IL*

Dean

**Grand Valley State University, Seidman College
of Business***Grand Rapids, MI*

Dean

Harvard University*Cambridge, MA*

Associate Dean of Research

Harvard Design School*Cambridge, MA*

Associate Dean

Harvard Graduate School of Education*Cambridge, MA*

Executive Director, WIDE World

Harvard Medical International*Boston, MA*

President and Chief Executive Officer

Harvard School of Dental Medicine*Boston, MA*Associate Dean for Clinical Operations
Chair, Department of Periodontics**Milwaukee Area Technical College***Milwaukee, WI*

Dean, Liberal Arts and Sciences

New York University*New York, NY*

Vice Provost for Research

New York University College of Dentistry*New York, NY*

Dean

**New York University, Gallatin School of
Individualized Studies***New York, NY*

Dean

**New York University, Robert F. Wagner
Graduate School of Public Service***New York, NY*

Dean

**New York University, School of Continuing and
Professional Studies***New York, NY*Associate Dean for the Division of Professional
and Industry ProgramsAssociate Dean, Paul McGhee Division of Adult
Degree Programs

Dean

New York University School of Medicine*New York, NY*

Associate Director of Research

**New York University, Shirley M. Ehrenkranz
School of Social Work***New York, NY*

Dean

**New York University, The Steinhardt School of
Education***New York, NY*

Dean

Faculty Member

Northeastern University*Boston, MA*Vice President for Adult and Continuing
Education**Northeastern University College of Business
Administration***Boston, MA*

Dean

Northeastern University College of Criminal Justice

Boston, MA

Dean

Rensselaer Polytechnic Institute, Hartford Graduate Center

Hartford, CT

Vice President and Dean

Simmons College

Boston, MA

Dean of Arts, Sciences and Professional Studies

Director of Executive Education

Simmons College Graduate School for Health Studies

Boston, MA

Dean

Stanford University

Stanford, CA

Director, Haas Center for Public Service

Syracuse University School of Education

Syracuse, NY

Dean

Temple University College of Liberal Arts

Philadelphia, PA

Dean

Tufts University, University College of Citizenship and Public Service

Medford, MA

Director and Associate Dean

University of Dayton College of Arts and Sciences

Dayton, OH

Dean

University of Dayton School of Law

Dayton, OH

Dean

University of Hawaii at Manoa, College of Business Administration

Honolulu, HI

Dean

University of Hawaii at Manoa, School of Travel Industry Management

Honolulu, HI

Dean

University of Idaho College of Science

Moscow, ID

Dean

University of Idaho/Washington State University, The WWAMI Medical Education Program

Moscow, ID and Pullman, WA

Director

University of Illinois at Springfield College of Business and Management

Springfield, IL

Dean

University of Massachusetts Boston, College of Public and Community Service

Boston, MA

Dean

University of Massachusetts Boston, Graduate College of Education

Boston, MA

Dean

University of Michigan Medical School

Ann Arbor, MI

Chair, Department of Microbiology and Immunology

University of Minnesota

Minneapolis, MN

Vice President for Research

University of Minnesota School of Dentistry

Minneapolis, MN

Dean

University of Missouri - Kansas City, College of Arts and Sciences

Kansas City, MO

Dean

University of Missouri - Kansas City, School of Interdisciplinary Computing and Engineering

Kansas City, MO

Dean

University of Missouri - Kansas City, School of Nursing

Kansas City, MO

Dean

**University of New Hampshire School of Health
and Human Services**

Durham, NH

Associate Dean for Research
Chair, Department of Nursing

University of Pennsylvania

Philadelphia, PA

Vice Provost for Research

**University of Pennsylvania, School of Dental
Medicine**

Philadelphia, PA

Dean

University of Vermont

Burlington, VT

Vice President for Research and Dean of the
Graduate College

Washington University in St. Louis

St. Louis, MO

Associate Vice Chancellor for Research

Willamette University, College of Liberal Arts

Salem, OR

Dean

LIBRARIES

Columbia University

New York, NY

Vice President of Information Services and
University Librarian

Harvard Business School

Boston, MA

Director of Research and Information Services,
Baker Library

Executive Director of Library and Information
Services, Baker Library

Massachusetts Institute of Technology

Cambridge, MA

Executive Director, OpenCourseWare

New York University

New York, NY

Dean of Libraries

Temple University

Philadelphia, PA

Vice Provost for Libraries and University
Librarian

**Simmons College Graduate School of Library and
Information Science**

Boston, MA

Dean

Wesleyan University

Middletown, CT

University Librarian

RESEARCH INSTITUTES

PRESIDENTS AND EXECUTIVE DIRECTORS

**Alaska Synthetic Aperture Radar Facility,
University of Alaska Fairbanks**

Fairbanks, AK

Director

American Museum of Natural History

New York, NY

Director, National Center for Science Literacy,
Education and Technology

Annenberg Institute for School Reform at Brown University

Providence, RI

Director

Arizona Biodesign Institute at Arizona State University

Tempe, AZ

Director

Arizona State University, Stardust Center for Affordable Housing and the Family

Tempe, AZ

Director

Berkeley Policy Associates

Oakland, CA

President and Chief Executive Officer

The Center for Urban Schools, Communities, and Their Improvement at The University of Chicago

Chicago, IL

Executive Director

Chapin Hall Center for Children at The University of Chicago

Chicago, IL

Executive Director

Charlotte Research Institute at the University of North Carolina at Charlotte

Charlotte, NC

Executive Director

The College Board

New York, NY

President

Columbia University, Lamont-Doherty Earth Observatory

Palisades, NY

Vice Provost and Executive Director

Columbia University's Biosphere 2 Center

Oracle, AZ

President/Executive Director

Consortium for Oceanographic Research and Education

Washington, DC

President

The Forsyth Institute

Boston, MA

President

H. John Heinz III Center for Science, Economics and the Environment

Washington, DC

President

Harvard University, Center for Genomics Research

Cambridge, MA

Executive Director

James B. Hunt, Jr. Institute for Educational Leadership and Policy

Chapel Hill, NC

Director

Lovelace Respiratory Research Institute

Albuquerque, NM

Chief Executive Officer

National Academy for Excellent Teaching

New York, NY

Executive Director

National Academy of Sciences

Washington, DC

Executive Director, Koshland Science Museum and Science Outreach

National Center for Children in Poverty, Columbia University Mailman School of Public Health

New York, NY

Executive Director

National Center for Educational Accountability

Austin, TX

Chief Executive Officer

National Opinion Research Center

Chicago, IL

President

New England Board of Higher Education

Boston, MA

President

New York University Cancer Institute (formerly Kaplan Comprehensive Cancer Center)

New York, NY

Director

Partners Healthcare System, Inc.

Boston, MA

Director, Corporate Sponsored Research and Licensing Office at Massachusetts General Hospital

Redefining Progress

San Francisco, CA

Executive Director

**Rensselaer Polytechnic Institute, Center for
Biotechnology and Interdisciplinary Studies**

Troy, NY

Director

Research Triangle Institute

Research Triangle Park, NC

President

Sabin Vaccine Institute

New Canaan, CT

President

Sea Education Association

Woods Hole, MA

President

SerOptix

Woburn, MA

Chief Scientific Officer

University of Illinois at Urbana-Champaign

Urbana, IL

Director of the Beckman Institute

University of New Hampshire

Durham, NH

Founding Director of the Carsey Institute

Whitehead Institute for Biomedical Research

Cambridge, MA

Director and President



Representative Client List

■ Advocacy

The Abraham Fund, *New York, NY*
The Africa-America Institute, *New York, NY*
American Civil Liberties Union,
New York, NY
American Civil Liberties Union of
Massachusetts, *Boston, MA*
American Civil Liberties Union of
Michigan, *Detroit, MI*
American Civil Liberties Union of the
National Capital Area, *Washington, DC*
American Israel Public Affairs Committee,
Washington, DC
Americans for Peace Now, *Washington, DC*
Amnesty International USA, *New York, NY*
Artists Rights Foundation, *Los Angeles, CA*
Brady Campaign and Brady Center to
Prevent Gun Violence (formerly
Handgun Control, Inc./Center to
Prevent Handgun Violence),
Washington, DC
Brennan Center for Justice at New York
University School of Law, *New York, NY*
Business Leaders for Sensible Priorities,
New York, NY
CARE USA, *Atlanta, GA*
Center for American Progress, *Washington, DC*
Center for Reproductive Rights, *New York, NY*
Center on Budget and Policy Priorities,
Washington, DC
Common Cause, *Washington, DC*
Consumers Union, *Yonkers, NY*
Delta Society, *Renton, WA*
Demos: A Network for Ideas and Action,
New York, NY
Dependency Court Legal Services, Inc.,
Monterey Park, CA
Drug Policy Alliance, *New York, NY*
Electronic Frontier Foundation,
San Francisco, CA
EngenderHealth (formerly AVSC),
New York, NY
The Freedom Forum, *Arlington, VA*
Fund for Global Human Rights,
Washington, DC
Get America Working, *Arlington, VA*
Hispanic Health Council, *Hartford, CT*

Human Rights Campaign and Human
Rights Campaign Foundation,
Washington, DC
Human Rights Watch, *New York, NY*
I Am Your Child Foundation, *New York, NY*
Judge David L. Bazelon Center for Mental
Health Law, *Washington, DC*
Lawyers' Committee for Civil Rights
Under Law, *Washington, DC*
Lawyers Committee for Human Rights,
New York, NY
Leadership Conference on Civil Rights,
Washington, DC
Legal Aid Bureau, Inc., *Baltimore, MD*
The Legal Aid Society, *New York, NY*
Legal Services Corporation, *Washington, DC*
Massachusetts Immigrant and Refugee
Advocacy Coalition, *Boston, MA*
Medicare Rights Center, *New York, NY*
Milwaukee Urban League, *Milwaukee, WI*
National Council of La Raza, *Washington, DC*
National Partnership for Women and
Families (formerly Women's Legal
Defense Fund), *Washington, DC*
The National Urban League, Inc., *New
Rochelle, NY*
National Voting Rights Institute, *Boston, MA*
New Jersey Institute for Social Justice,
Roseland, NJ
Oxfam America, *Boston, MA*
Pathfinder International, *Watertown, MA*
People for the American Way, *Washington, DC*
Planned Parenthood League of
Massachusetts, *Boston, MA*
Planned Parenthood of Metropolitan
Washington, *Washington, DC*
Planned Parenthood of New York City,
New York, NY
Planned Parenthood of Wisconsin,
Milwaukee, WI
Population Communications International,
New York, NY
Puerto Rican Legal Defense and Education
Fund, *New York, NY*
Rock the Vote, *Beverly Hills, CA*
SEVA Foundation, *Berkeley, CA*
Southern Education Foundation, *Atlanta, GA*
Southern Poverty Law Center, *Montgomery, AL*

Union of Concerned Scientists, *Cambridge, MA*
The United States Sports and Fitness
Center for the Disabled, *Boston, MA*
Women's Environment and Development
Organization, *New York, NY*

■ Arts and Culture, Zoos and Aquaria

The Adirondack Museum, *Blue Mountain
Lake, NY*
American Museum of Natural History,
New York, NY
Arts Boston, *Boston, MA*
Bermuda Underwater Exploration Institute,
Hamilton, Bermuda
Boston Children's Museum, *Boston, MA*
Boston Public Library Foundation, *Boston, MA*
Brooklyn Public Library, *Brooklyn, NY*
Chicago Zoological Society and Brookfield
Zoo, *Brookfield, IL*
The J. Paul Getty Museum, *Malibu, CA*
John F. Kennedy Library and Foundation,
Boston, MA
L.A. County Museum of Art, *Los Angeles, CA*
Massachusetts Horticultural Society,
Boston, MA
Museum of Afro American History,
Boston, MA
Museum of Contemporary Art,
Los Angeles, CA
Museum of Science, *Boston, MA*
National Yiddish Book Center, *Amherst, MA*
New Bedford Oceanarium, *New Bedford, MA*
Peabody Essex Museum, *Salem, MA*
Petrosains Science Discovery Centre, *Kuala
Lumpur, Malaysia*
Providence Public Library, *Providence, RI*
Sea Research Foundation, Inc., *Mystic, CT*
Smithsonian Institution, *Washington, DC*
Smithsonian Institution, National Museum
of Natural History, *Washington, DC*
Society for the Preservation of New
England Antiquities, *Boston, MA*
The Sports Museum of New England,
Cambridge, MA

Wildlife Conservation Society (formerly the New York Zoological Society), *Bronx, NY*
Zoo New England (formerly The Commonwealth Zoological Corporation), *Boston, MA*

■ Associations

The Ad Club Foundation, *Boston, MA*
The Advertising Club of Greater Boston, *Boston, MA*
Alzheimer's Association, *Chicago, IL*
American Association for the Advancement of Science, *Washington, DC*
American College of Cardiology, *Bethesda, MD*
American Health Lawyers Association, *Washington, DC*
American Society of Law, Medicine and Ethics, *Boston, MA*
American Society of Nuclear Cardiology, *Boston, MA*
Associated Grant Makers, *Boston, MA*
Association of American Medical Colleges, *Washington, DC*
Association of Fundraising Professionals (formerly NSFRE), *Alexandria, VA*
Business for Social Responsibility, *San Francisco, CA*
Consortium for Oceanographic Research and Education, *Washington, DC*
Council on Foundations, *Washington, DC*
Grantmakers In Health, *Washington, DC*
Greater Boston Chamber of Commerce, *Boston, MA*
Greater Boston Real Estate Board, *Boston, MA*
MASCO, *Boston, MA*
Massachusetts Association of School Committees, *East Longmeadow, MA*
Massachusetts Hospital Association, *Burlington, MA*
National 4-H Council, *Chevy Chase, MD*
National Association of Black Journalists, *College Park, MD*
National Association of Urban Bankers, *Silver Spring, MD*
National Council of Nonprofit Associations, Inc., *Baltimore, MD*
National Governors Association, *Washington, DC*
National League for Nursing, *New York, NY*
National Osteoporosis Foundation, *Washington, DC*
NatureServe (formerly Association for Biodiversity Information), *Arlington, VA*

Net Impact (formerly Students for Responsible Business), *San Francisco, CA*
New York Academy of Sciences, *New York, NY*
North American Society of Pacing and Electrophysiology, *Natick, MA*
The Phi Beta Kappa Society, *Washington, DC*
Public Securities Association, *New York, NY*
Service Employees International Union, *Washington, DC*
United Mine Workers of America Health and Retirement Funds, *Washington, DC*
United States Olympic Committee, *Colorado Springs, CO*

■ Conservation and Environment

The Adirondack Council, *Elizabethtown, NY*
Alaska Conservation Foundation, *Anchorage, AK*
Alliance for Environmental Innovation, *Boston, MA*
American Birding Association, *Colorado Springs, CO*
Audubon Society of New Hampshire, *Concord, NH*
Brandywine Conservancy, *Chadds Ford, PA*
Chesapeake Bay Foundation, Inc., *Annapolis, MD*
Connecticut Clean Energy Fund, *Rocky Hill, CT*
Conservation Law Foundation, *Boston, MA*
Earth Force, *Alexandria, VA*
Earthjustice, *Oakland, CA*
Environmental Defense, *New York, NY*
Environmental Law Institute, *Washington, DC*
Environmental Policy Center, *Washington, DC*
H. John Heinz III Center for Science, Economics and the Environment, *Washington, DC*
International Fund for Animal Welfare, *Yarmouth Port, MA*
Island Alliance, *Boston, MA*
Jane Goodall Institute, *Ridgefield, CT*
Land Trust Alliance, *Washington, DC*
Laudholm Trust, Wells National Estuarine Research Reserve, *Wells, ME*
LightHawk, *San Francisco, CA*
Massachusetts Audubon Society, *Lincoln, MA*
The Mountain Institute, *Franklin, WV*
National Audubon Society, *New York, NY*
National Fish and Wildlife Foundation, *Washington, DC*
National Parks Conservation Association, *Washington, DC*

Natural Resources Defense Council, *New York, NY*
NatureServe (formerly Association for Biodiversity Information), *Arlington, VA*
Oceana, *Washington, DC*
Rare Center for Tropical Conservation, *Philadelphia, PA*
Redefining Progress, *San Francisco, CA*
State University of New York, College of Environmental Science and Forestry, *Syracuse, NY*
Surfrider Foundation USA, *San Clemente, CA*
The Trust for Public Land, *San Francisco, CA*
The Wilderness Society, *Washington, DC*
Wildlife Conservation Society (formerly the New York Zoological Society), *Bronx, NY*

■ Corporate

Aetna Life and Casualty, Inc., *Hartford, CT*
American Student Assistance Corporation, *Boston, MA*
Blue Fish Clothing, *Frenchtown, NJ*
The Body Shop, Inc., *Cedar Knolls, NJ*
Central Asian-American Enterprise Fund, *Washington, DC*
Corporate Realty Investment Company, *Boston, MA*
Digital Equipment Corporation (Division of Compaq Computer), *Maynard, MA*
Fannie Mae, *Philadelphia, PA*
Fenton Communications, *Washington, DC*
Fidelity Management and Research Company, *Boston, MA*
Ford Motor Credit Company, *Dearborn, MI*
GrainPro, Inc., *Boston, MA*
H.F. Ahmanson and Co., *Irwindale, CA*
Harrah's Atlantic City, *Atlantic City, NJ*
Kirkland and Ellis, *Chicago, IL*
L.L. Bean, *Freeport, ME*
Levi Strauss and Co., *San Francisco, CA*
Lockheed Martin IMS, *Teaneck, NJ*
Lotus Development Corporation, *Cambridge, MA*
Millennium Partners, *New York, NY*
National Cooperative Bank, *Washington, DC*
Northeast Cooperatives, *Brattleboro, VT*
Patagonia, Inc., *Ventura, CA*
Polaroid Corporation, *Cambridge, MA*
PricewaterhouseCoopers, LLP, *Boston, MA*
SerOptix, *Woburn, MA*
Tom's of Maine, *Kennebunk, ME*
Viisage Technology, *Littleton, MA*
WinStar Communications, Inc., *New York, NY*

■ Economic and Community Development

Acción International, *Cambridge, MA*
 Arizona Family Housing Fund, *Scottsdale, AZ*
 CEOs for Cities, *Boston, MA*
 Cleveland Community Building Initiative, *Cleveland, OH*
 Cobb Housing, Inc., *Marietta, GA*
 The Community Builders, *Boston, MA*
 Community Teamwork, Inc., *Lowell, MA*
 Connecticut South Central Mutual Housing, Inc., *New Haven, CT*
 East Baltimore Development, Inc., *Baltimore, MD*
 The Enterprise Foundation, *Columbia, MD*
 Homeownership Center of Charleston, *Charleston, SC*
 The ICA Group, *Brookline, MA*
 Institute for Community Economics, *Springfield, MA*
 Local Initiatives Support Corporation, *New York, NY*
 Massachusetts Development Finance Agency, *Boston, MA*
 Massachusetts Technology Park Corporation, *Westborough, MA*
 Metropolitan Boston Housing Partnership, *Boston, MA*
 Miami-Dade Neighborhood Housing Services, Inc., *Miami, FL*
 National Capital Revitalization Corporation, *Washington, DC*
 The National Equity Fund, *Chicago, IL*
 Neighborhood Housing Services of Birmingham, *Birmingham, AL*
 Neighborhood Reinvestment Corporation, *Washington, DC*
 Neighborhood Reinvestment Corporation, Great Lakes District, *Cincinnati, OH*
 Neighborhood Reinvestment Corporation, New England District, *Boston, MA*
 Neighborhood Reinvestment Corporation, Rocky Mountain District, *Denver, CO*
 New Newark Foundation, *Newark, NJ*
 New Orleans Neighborhood Development Collaborative, *New Orleans, LA*
 New York City Economic Development Corporation, *New York, NY*
 Private Industry Council, *Boston, MA*
 Shorebank Advisory Services, Inc., *Chicago, IL*
 Southside Institutions Neighborhood Alliance, *Hartford, CT*
 Springfield Neighborhood Housing Services, *Springfield, MA*

■ Higher Education

Adelphi University, *Garden City, NY*
 Alamo Community College District, *San Antonio, TX*
 American Associates, Ben-Gurion University of the Negev, *New York, NY*
 American Council on Education, *Washington, DC*
 American University, *Washington, DC*
 American University in Bulgaria, *Blagoegrad, Bulgaria*
 Arizona State University, *Tempe, AZ*
 Arizona State University, W.P. Carey School of Business, *Tempe, AZ*
 Babson College, *Babson Park, MA*
 Baldwin-Wallace College, *Berea, OH*
 Boston Architectural Center, *Boston, MA*
 Boston College, *Chestnut Hill, MA*
 Boston College, The College of Arts and Sciences, *Chestnut Hill, MA*
 Boston College Law School, *Newton, MA*
 Boston College, Lynch School of Education, *Chestnut Hill, MA*
 Bowdoin College, *Brunswick, ME*
 Brandeis University, *Waltham, MA*
 Brooklyn College, City University of New York, *Brooklyn, NY*
 Brown University, *Providence, RI*
 Brown Medical School, *Providence, RI*
 Cambridge College, *Cambridge, MA*
 Case Western Reserve University, *Cleveland, OH*
 Cedar Crest College, *Allentown, PA*
 Chatham College, *Pittsburgh, PA*
 Clarkson University, *Potsdam, NY*
 Clarkson University School of Business, *Potsdam, NY*
 Clarkson University School of Engineering, *Potsdam, NY*
 The College Board, *New York, NY*
 College of the Holy Cross, *Worcester, MA*
 Colorado College, *Colorado Springs, CO*
 Columbia University, *New York, NY*
 Columbia Law School, *New York, NY*
 Columbia University Graduate School of Journalism, *New York, NY*
 Columbia University School of International and Public Affairs, *New York, NY*
 Columbia University School of Social Work, *New York, NY*
 Columbia University, Teachers College, *New York, NY*
 Connecticut College, *New London, CT*
 Cornell University, *Ithaca, NY*

Dartmouth College, *Hanover, NH*
 DePaul University, *Chicago, IL*
 DePaul University, College of Commerce, *Chicago, IL*
 DePaul University, College of Law, *Chicago, IL*
 DePaul University, School for New Learning, *Chicago, IL*
 DePaul University, School of Education, *Chicago, IL*
 Emerson College, *Boston, MA*
 Georgetown University, *Washington, DC*
 Georgetown University, Edmund A. Walsh School of Foreign Service, *Washington, DC*
 Georgia Institute of Technology, *Atlanta, GA*
 Gettysburg College, *Gettysburg, PA*
 Grand Valley State University, *Allendale, MI*
 Hamilton College, *Clinton, NY*
 Harvard University, *Cambridge, MA*
 Harvard Business School, *Boston, MA*
 Harvard Design School, *Cambridge, MA*
 Harvard Graduate School of Education, *Cambridge, MA*
 Harvard Medical School, *Boston, MA*
 Harvard School of Dental Medicine, *Boston, MA*
 Harvard University, Faculty of Arts and Sciences, *Cambridge, MA*
 Hunter College, City University of New York, *New York, NY*
 Institute for International Education, *New York, NY*
 Johns Hopkins University, *Baltimore, MD*
 Manhattanville College, *Purchase, NY*
 Massachusetts Institute of Technology, *Cambridge, MA*
 Medical College of Pennsylvania, Hahnemann University, *Philadelphia, PA*
 MGH Institute of Health Professions, *Boston, MA*
 Michigan Technological University, *Houghton, MI*
 Milwaukee Area Technical College, *Milwaukee, WI*
 Nazareth College of Rochester, *Rochester, NY*
 New England Board of Higher Education, *Boston, MA*
 New Jersey Institute of Technology, *Newark, NJ*
 New School University, *New York, NY*
 New York City Technical College, City University of New York, *New York, NY*
 New York University, *New York, NY*
 New York University College of Dentistry, *New York, NY*

New York University, Gallatin School of Individualized Studies, *New York, NY*
 New York University, Robert F. Wagner Graduate School of Public Service, *New York, NY*
 New York University, School of Continuing and Professional Studies, *New York, NY*
 New York University, School of Medicine, *New York, NY*
 New York University, Shirley M. Ehrenkranz School of Social Work, *New York, NY*
 New York University, The Steinhardt School of Education, *New York, NY*
 Niagara University, *Lewiston, NY*
 Northeastern Ohio Universities College of Medicine, *Rootstown, OH*
 Northeastern University, *Boston, MA*
 Northeastern University College of Criminal Justice, *Boston, MA*
 Oregon State University, *Corvallis, OR*
 Reed College, *Portland, OR*
 Regis College, *Weston, MA*
 Rensselaer Polytechnic Institute, *Troy, NY*
 Rensselaer Polytechnic Institute, Hartford Graduate Center, *Hartford, CT*
 The Rockefeller University, *New York, NY*
 Roxbury Community College, *Roxbury Crossing, MA*
 Rutgers, The State University of New Jersey, *New Brunswick, NJ*
 St. Joseph's College, *Standish, ME*
 Sea Education Association, *Woods Hole, MA*
 Simmons College, *Boston, MA*
 Simmons College Graduate School for Health Studies, *Boston, MA*
 Simmons College Graduate School of Library and Information Science, *Boston, MA*
 Southern Connecticut State University, *New Haven, CT*
 Southern Illinois University, *Carbondale, IL*
 Stanford University, *Stanford, CA*
 State University of New York, *Albany, NY*
 Swarthmore College, *Swarthmore, PA*
 Syracuse University School of Education, *Syracuse, NY*
 Temple University, *Philadelphia, PA*
 Temple University College of Liberal Arts, *Philadelphia, PA*
 Tougaloo College, *Tougaloo, MS*
 Tufts University, *Medford, MA*
 Tufts University, The Fletcher School of Law and Diplomacy, *Medford, MA*
 Tufts University School of Medicine, *Boston, MA*
 Tufts University, University College of Citizenship and Public Service, *Medford, MA*
 University of Chicago, *Chicago, IL*
 University of Connecticut, *Storrs, CT*
 University of Connecticut Foundation, Inc., *Storrs, CT*
 University of Dayton School of Law, *Dayton, OH*
 University of Florida, *Gainesville, FL*
 University of Hawaii at Manoa, School of Travel Industry Management, *Honolulu, HI*
 University of Idaho College of Science, *Moscow, ID*
 University of Idaho/Washington State University, *Moscow, ID and Pullman, WA*
 University of Illinois at Chicago, *Chicago, IL*
 University of Illinois at Springfield, *Springfield, IL*
 University of Illinois at Springfield College of Business and Management, *Springfield, IL*
 University of Illinois at Urbana-Champaign, *Urbana, IL*
 University of Iowa Foundation, *Iowa City, IA*
 University of Massachusetts Amherst, *Amherst, MA*
 University of Massachusetts Boston, *Boston, MA*
 University of Massachusetts Boston, College of Public and Community Service, *Boston, MA*
 University of Massachusetts Boston, Graduate College of Education, *Boston, MA*
 University of Michigan—Ann Arbor, *Ann Arbor, MI*
 University of Michigan Medical School, *Ann Arbor, MI*
 University of Minnesota Foundation, *Minneapolis, MN*
 University of Missouri—Kansas City, *Kansas City, MO*
 University of Missouri—Kansas City, School of Interdisciplinary Computing and Engineering, *Kansas City, MO*
 University of Missouri—Kansas City, School of Nursing, *Kansas City, MO*
 University of New Hampshire, *Durham, NH*
 University of New Hampshire School of Health and Human Services, *Durham, NH*
 University of North Carolina at Asheville, *Asheville, NC*
 University of Pennsylvania, *Philadelphia, PA*
 University of Pennsylvania Law School, *Philadelphia, PA*
 University of Pennsylvania, School of Arts and Sciences, *Philadelphia, PA*
 University of Pennsylvania, School of Dental Medicine, *Philadelphia, PA*
 University of Pennsylvania, School of Engineering and Applied Science, *Philadelphia, PA*
 University of Pennsylvania, The Wharton School, *Philadelphia, PA*
 University of Rochester, *Rochester, NY*
 University of Vermont, *Burlington, VT*
 University of Washington, *Seattle, WA*
 University of Washington Business School, *Seattle, WA*
 University System of New Hampshire, *Lee, NH*
 Vanderbilt University, *Nashville, TN*
 Villanova University, *Villanova, PA*
 Washington University in St. Louis, *St. Louis, MO*
 Washington University in St. Louis School of Medicine, *St. Louis, MO*
 Waukesha County Technical College, *Pewaukee, WI*
 Wesleyan University, *Middletown, CT*
 Williams College, *Williamstown, MA*
 Yale University, *New Haven, CT*
 Yale School of Forestry and Environmental Studies, *New Haven, CT*

■ K-12 Education

Annenberg Institute for School Reform at Brown University, *Providence, RI*
 The Antilles School, *St. Thomas, U.S. Virgin Islands*
 Boston Renaissance Charter School, *Boston, MA*
 The Brearley School, *New York, NY*
 Buckingham, Browne and Nichols School, *Cambridge, MA*
 Cambridge-Ellis School, *Cambridge, MA*
 The Cambridge Friends School, *Cambridge, MA*
 Cambridge Public Schools, *Cambridge, MA*
 The Carroll School, *Lincoln, MA*
 Center for School Improvement at The University of Chicago, *Chicago, IL*

Center for Urban Schools, Communities and Their Improvement at the University of Chicago, *Chicago, IL*
 Charles E. Smith Jewish Day School, *Rockville, MD*
 Classroom, Inc., *New York, NY*
 Cleveland Heights—University Heights Board of Education, *University Heights, OH*
 Cleveland Municipal School District, *Cleveland, OH*
 Coalition of Essential Schools, *Providence, RI*
 Conserve School, *Land O'Lakes, WI*
 District of Columbia Financial Responsibility and Management Assistance Authority, *Washington, DC*
 District of Columbia Public Schools, *Washington, DC*
 Fort Wayne Community Schools, *Fort Wayne, IN*
 Francis W. Parker School, *Chicago, IL*
 Hartford Public Schools, *Hartford, CT*
 James B. Hunt Jr. Institute for Educational Leadership and Policy, *Raleigh, NC*
 Kents Hill School, *Kents Hill, ME*
 King and Low-Heywood Thomas School, *Stamford, CT*
 Laurel School, *Shaker Heights, OH*
 Lawrence Family Development Charter School, *Lawrence, MA*
 Lincoln School, *Providence, RI*
 Milton Academy, *Milton, MA*
 Mosaica Education, Inc. (formerly Advantage Schools, Inc.), *New York, NY*
 National Center for Educational Accountability, *Austin, TX*
 New Jersey Teaching and Learning Collaborative, *Upper Montclair, NJ*
 New Visions for Public Schools, *New York, NY*
 Newton Public Schools, *Newtonville, MA*
 North Carolina Science, Mathematics, and Technology Education Center, *Research Triangle Park, NC*
 North Country School, *Lake Placid, NY*
 The Park School, *Brooklandville, MD*
 The Piney Woods School, *Piney Woods, MS*
 Putney School, *Putney, VT*
 Rhode Island Board of Regents, *Providence, RI*
 Rural School and Community Trust (Rural Trust), *Washington, DC*
 Technology High School at McKinley, *Washington, DC*
 University of Chicago Laboratory Schools, *Chicago, IL*

■ Research Institutes

Alaska Synthetic Aperture Radar Facility, University of Alaska Fairbanks, *Fairbanks, AK*
 The Alvin J. Siteman Cancer Center at Barnes-Jewish Hospital and Washington University in St. Louis School of Medicine, *St. Louis, MO*
 Arizona Biodesign Institute at Arizona State University, *Tempe, AZ*
 Berkeley Policy Associates, *Oakland, CA*
 The Charlotte Institute for Technology Innovation, University of North Carolina at Charlotte, *Charlotte, NC*
 The Children's Hospital of Philadelphia, The Joseph Stokes Jr. Research Institute, *Philadelphia, PA*
 Columbia University, The Earth Institute, *Palisades, NY*
 Columbia University, Lamont-Doherty Earth Observatory, *Palisades, NY*
 Columbia University's Biosphere 2 Center, *Oracle, AZ*
 The Forsyth Institute, *Boston, MA*
 Institute of Human Virology, *Baltimore, MD*
 International AIDS Vaccine Initiative, *New York, NY*
 The Jackson Laboratory, *Bar Harbor, ME*
 Lovelace Respiratory Research Institute, *Albuquerque, NM*
 MIT Lincoln Laboratory, *Lexington, MA*
 National Academy of Sciences, *Washington, DC*
 National Opinion Research Center, *Chicago, IL*
 New York University Cancer Institute, *New York, NY*
 Research Triangle Institute, *Research Triangle Park, NC*
 Sabin Vaccine Institute, *New Canaan, CT*
 Whitehead Institute for Biomedical Research, *Cambridge, MA*
 Workers Compensation Research Institute, *Cambridge, MA*

■ Other Education

All Kinds of Minds, *Chapel Hill, NC*
 Elderhostel, Inc., *Boston, MA*
 Executive Service Corps of New England, *Charlestown, MA*
 First, Inc., *Manchester, NH*
 Fund for Educational Excellence, *Baltimore, MD*

Guilford County Education Network, *Greensboro, NC*
 National Board for Professional Teaching Standards, *Arlington, VA*
 National Medical Fellowships, Inc., *New York, NY*
 National Outdoor Leadership School, *Lander, WY*
 Operation Respect, *New York, NY*
 St. James Education Center, *Boston, MA*
 Securities Industry Foundation for Economic Education, *New York, NY*

■ Faith-Based Organizations

The Church Pension Group, *New York, NY*
 Church World Service and Witness, *New York, NY*
 Combined Jewish Philanthropies, *Boston, MA*
 Domestic and Foreign Missionary Society of the Protestant Episcopal Church, *New York, NY*
 Jewish Funders Network, *New York, NY*
 National Council of the Churches of Christ, *New York, NY*
 The National Episcopal Church, *New York, NY*
 Trinity Church in the City of Boston, *Boston, MA*
 United Methodist Communications, *Nashville, TN*

■ Foundations

The American Legacy Foundation, *Washington, DC*
 Annie E. Casey Foundation, *Baltimore, MD*
 The Anthem Foundation of Connecticut, *New Haven, CT*
 The Arthur M. Blank Family Foundation, *Atlanta, GA*
 The Atlantic Philanthropies, *New York, NY*
 Baltimore Community Foundation, *Baltimore, MD*
 The Beldon Fund, *New York, NY*
 Beth Israel Hospital Foundation, *Florham Park, NJ*
 The Boston Foundation, *Boston, MA*
 Brazelton Foundation, Inc., *Fairfax, VA*
 The Buffalo Foundation, *Buffalo, NY*
 Carnegie Endowment for International Peace, *Washington, DC*
 The Caroline and Sigmund Schott Foundation, *Cambridge, MA*

Claude Worthington Benedum Foundation, *Pittsburgh, PA*
 The Columbus Foundation, *Columbus, OH*
 Community Foundation of Herkimer and Oneida Counties, *Utica, NY*
 Community Health Foundation, *Buffalo, NY*
 Council on Foundations, *Washington, DC*
 The Dayton Foundation, *Dayton, OH*
 Dyson Foundation, *Millbrook, NY*
 Endowment for Health, *Concord, NH*
 The Eurasia Foundation, *Washington, DC*
 The Ford Foundation, *New York, NY*
 Grantmakers In Health, *Washington, DC*
 Greater Kanawha Valley Foundation, *Charleston, WV*
 The Havens Relief Fund Society, *New York, NY*
 The Heinz Endowments, *Pittsburgh, PA*
 Hitachi Foundation, *Washington, DC*
 International Youth Foundation, *Baltimore, MD*
 The J.M. Kaplan Fund, Inc., *New York, NY*
 The John D. and Catherine T. MacArthur Foundation, *Chicago, IL*
 The Johnson Foundation, *Racine, WI*
 Kauffman Foundation, *Kansas City, MO*
 The Kresge Foundation, *Troy, MI*
 MetroWest Community Health Care Foundation, Inc., *Framingham, MA*
 The Moriah Fund, *Washington, DC*
 Ms. Foundation for Women, *New York, NY*
 National Fish and Wildlife Foundation, *Washington, DC*
 Nellie Mae Education Foundation, *Quincy, MA*
 New Israel Fund, *Washington, DC*
 Open Society Institute, *New York, NY*
 The Reebok Foundation, *Stoughton, MA*
 Robert Wood Johnson Foundation, *Princeton, NJ*
 Robertson Foundation, *New York, NY*
 Robin Hood Foundation, *New York, NY*
 Rockefeller Family Fund, *New York, NY*
 The Rockefeller Foundation, *New York, NY*
 The Tides Foundation, *San Francisco, CA*
 Two/Ten International Footwear Foundation, *Waltham, MA*
 Vietnam Education Foundation, *Arlington, VA*
 W.K. Kellogg Foundation, *Battle Creek, MI*
 Wallace-Reader's Digest Funds, *New York, NY*
 The Yawkey Foundation II, *Dedham, MA*

■ Healthcare

ALS Therapy Development Foundation, *Newton, MA*
 American Association for Cancer Research, Inc., *Philadelphia, PA*
 American International Health Alliance, *Washington, DC*
 APM Incorporated, *New York, NY*
 Benova, *Portland, OR*
 Berkshire Medical Center, *Pittsfield, MA*
 Beth Abraham Health Services, *Bronx, NY*
 Beth Israel Deaconess Medical Center, *Boston, MA*
 BJC Health System, *St. Louis, MO*
 Blue Cross/Blue Shield of Massachusetts, *Boston, MA*
 Bon Secours Health System, *Marriottsville, MD*
 Bon Secours Richmond Health System, *Richmond, VA*
 Boston Heart Foundation, *Cambridge, MA*
 Boston Medical Center, *Boston, MA*
 Brigham and Women's Hospital, *Boston, MA*
 The Cambridge Health Alliance, *Somerville, MA*
 CareGroup, *Boston, MA*
 Caritas Christi Health Care System, *Boston, MA*
 Caritas Norwood Hospital, *Norwood, MA*
 Cedars-Sinai Medical Center, *Los Angeles, CA*
 The Children's Hospital of Philadelphia, *Philadelphia, PA*
 Columbia University Health Sciences Division, *New York, NY*
 Columbia-Presbyterian Medical Center, *New York, NY*
 Cooley Dickinson Hospital, *Northampton, MA*
 Dartmouth-Hitchcock Medical Center, *Lebanon, NH*
 Deaconess Waltham Hospital, *Waltham, MA*
 Dimock Community Health Center, *Roxbury, MA*
 Duke University Hospital, *Durham, NC*
 Duke University Medical Center, *Durham, NC*
 Ell Pond Medical Associates, Melrose-Wakefield Hospital, *Melrose, MA*
 Evans Medical Foundation, Boston University School of Medicine, *Boston, MA*
 Falmouth Hospital, *Falmouth, MA*
 Fenway Community Health, *Boston, MA*
 The Glaucoma Foundation, *New York, NY*
 Hartford Hospital, *Hartford, CT*
 Health Care Advisory Board, *Washington, DC*

Health Pathways of New England, Inc., *Wellesley, MA*
 Hebrew Rehabilitation Center for Aged, *Boston, MA*
 Home and Health Association of Massachusetts, Inc., *Boston, MA*
 Home Health Foundation, *Haverhill, MA*
 Hospital Payment and Advisory Commission, *Boston, MA*
 City of Indianapolis, IN, Marion County Health and Hospitals Corporation, *Indianapolis, IN*
 Jewish Association On Aging, *Pittsburgh, PA*
 Kripalu Center for Yoga and Health, *Lenox, MA*
 Liberty Medical Center, Inc., *Baltimore, MD*
 LifeSource International, Ltd., *Newport, RI*
 Magee-Womens Hospital, *Pittsburgh, PA*
 Massachusetts Eye and Ear Infirmary, *Boston, MA*
 Massachusetts General Hospital, *Boston, MA*
 Massachusetts Post Acute Alliance, *Neponset, MA*
 Mayo Foundation for Medical Education and Research, *Rochester, MN*
 Med Star Health, Inc., *Washington, DC*
 Mercy Health Services, *Baltimore, MD*
 MetroWest Health, Inc., *Framingham, MA*
 Mount Sinai Medical Center, *New York, NY*
 New England Medical Center, *Boston, MA*
 New England Organ Bank, *Newton, MA*
 The New York and Presbyterian Healthcare System, Inc., *New York, NY*
 New York University Medical Center, *New York, NY*
 North Shore Health System, *Manhasset, NY*
 Northeastern Regional Radiation Oncology Network, Inc., *Vernon, CT*
 NYU Hospitals Center, *New York, NY*
 Oxford Health Plans, *Norwalk, CT*
 Partners HealthCare Systems, Inc., *Boston, MA*
 Public Health Commission, *Boston, MA*
 The Regional Medical Center at Memphis, *Memphis, TN*
 Resthaven Nursing Home, *Boston, MA*
 Roxbury Comprehensive Community Health Center, *Roxbury, MA*
 St. Ann's of Greater Rochester, *Rochester, NY*
 St. Coletta's of Massachusetts, Inc., *Hanover, MA*
 St. Luke's Hospital of New Bedford, *New Bedford, MA*
 Saints Memorial Medical Center, *Lowell, MA*
 Sexuality Information and Education Council of the USA, *New York, NY*

Sibley Memorial Hospital, *Washington, DC*
 South County Hospital, *Wakefield, RI*
 Spaulding Rehabilitation Hospital
 Network, *Boston, MA*
 Stanford University Hospital, *Stanford, CA*
 State University of New York, University
 Hospital, *Syracuse, Syracuse, NY*
 University Hospitals of Cleveland,
Cleveland, OH
 University of Chicago Hospitals and
 Health System, *Chicago, IL*
 University of Connecticut Health Center,
Farmington, CT
 University of Florida Health Sciences
 Center, *Gainesville, FL*
 University of Maryland Medical System,
Baltimore, MD
 University of Massachusetts Medical
 Center, *North Worcester, MA*
 University of Massachusetts Medical
 School, Commonwealth Medicine,
Shrewsbury, MA
 University of Nebraska Hospital, *Omaha, NE*
 University of Rochester Medical Center,
Rochester, NY
 Vanderbilt University Hospital,
Nashville, TN
 Vanderbilt University Medical Center,
Nashville, TN
 Visiting Nurse Association of Boston,
Boston, MA
 Visiting Nurse Association of Greater
 Lowell, Inc., *Lowell, MA*
 VNA Care Network, *Waltham, MA*
 Washington Business Group on Health,
Washington, DC
 Westwood/Pembroke Hospital, *Westwood, MA*

■ Human Services and Behavioral Health

La Alianza Española, Inc., *Roxbury, MA*
 Allegheny County/Human Services
 Initiative, *Pittsburgh, PA*
 American Red Cross, *Washington, DC*
 American Red Cross of Massachusetts Bay,
Boston, MA
 The Andrew Drumm Institute,
Independence, MO
 Behavioral Science Institute, *Seattle, WA*
 Berkshire Farm Center and Services for
 Youth, *Canaan, NY*
 Boston Career Link, *Roxbury, MA*
 Boston Children's Services, *Boston, MA*
 Boston Fenway Program, *Boston, MA*
 Boys and Girls Club of Newark, *Newark, NJ*

Casa Myrna Vazquez, Inc., *Boston, MA*
 The Casey Family Program, *Seattle, WA*
 Center for Alternative Sentencing and
 Educational Services, *Greenwich, CT*
 Center for Families and Children,
Cleveland, OH
 Central Boston Elder Services, *Boston, MA*
 Chapin Hall Center for Children at the
 University of Chicago, *Chicago, IL*
 Chatham-Savannah Youth Futures
 Authority, *Savannah, GA*
 The Child Health and Development
 Institute of Connecticut, Inc.,
Farmington, CT
 Child Health Services, *Manchester, NH*
 The Community Renewal Team of Greater
 Hartford, Inc., *Hartford, CT*
 Community Solutions, Inc., *Hartford, CT*
 Congreso de Latinos Unidos, *Philadelphia, PA*
 Crime and Justice Institute, *Boston, MA*
 Crossroads for Kids, *Duxbury, MA*
 Dorchester Community Roundtable,
Boston, MA
 Dorchester Counseling Center, *Dorchester, MA*
 Dudley Street Neighborhood Initiative,
Roxbury, MA
 Employment Resources, Inc., *Cambridge, MA*
 Family Services of Greater Boston, *Boston, MA*
 Federated Dorchester Neighborhood
 Houses, Inc., *Dorchester, MA*
 Federation for Community Planning,
Cleveland, OH
 Fellowship Health Resources, Inc.,
Lincoln, RI
 Freedom House, Inc., *Roxbury, MA*
 The Fresh Air Fund, *New York, NY*
 Girl Scouts of the USA, *New York, NY*
 Grace Hill Settlement House, *St. Louis, MO*
 Greater Baltimore YWCA, *Baltimore, MD*
 Hitchcock Center for Women, *Cleveland, OH*
 INROADS/Central New England, Inc.,
Boston, MA
 International Institute of Boston, *Boston, MA*
 International Youth Foundation,
Baltimore, MD
 James N. Jarvie Commonweal Service,
New York, NY
 Lena Park Community Development
 Corporation, *Dorchester, MA*
 Massachusetts Behavioral Health
 Partnership, *Boston, MA*
 The May Institute, *Norwood, MA*
 Mazon: A Jewish Response to Hunger,
Long Beach, NY
 National Skills Standards Board,
Washington, DC

Neighborhood Centers Association,
Cleveland, OH
 Parents' and Children's Services, *Boston, MA*
 The Partnership, *Boston, MA*
 The Pressley Ridge Schools, *Pittsburgh, PA*
 Project Bread—The Walk For Hunger,
Boston, MA
 Roxbury Multi-Services, *Dorchester, MA*
 Union Industrial Home for Children,
Trenton, NJ
 United South End Settlements, *Boston, MA*
 United Way of Massachusetts Bay,
Boston, MA
 The Vera Institute of Justice, Inc.,
New York, NY
 Vinfen Corporation, *Cambridge, MA*
 Volunteers of America, *Alexandria, VA*
 Women's Educational and Industrial
 Union, *Boston, MA*
 Youth Build Boston, *Roxbury, MA*
 YWCA of Greater Memphis, *Memphis, TN*
 YWCA of Hartford, *Hartford, CT*
 YWCA of White Plains and Central
 Westchester, *White Plains, NY*

■ Media and Publishing

Cable in the Classroom, *Alexandria, VA*
 Church Publishing, Inc., *New York, NY*
 Corporation for Public Broadcasting,
Washington, DC
 Hill, Holiday, Connors, Cosmopolos, Inc.,
Boston, MA
 Houghton Mifflin, *Boston, MA*
 Island Press, *Washington, DC*
 Maryland Public Television, *Owings Mills, MD*
 National Public Radio, *Washington, DC*
 Pacifica Foundation, *Berkeley, CA*
 Scholastic, Inc., *New York, NY*
 Times Mirror Corporation, *Los Angeles, CA*
 WBUR Radio, *Boston, MA*
 WBZ-TV, *Boston, MA*
 WETA, *Arlington, VA*
 WNBC-TV, *New York, NY*
 WNYC Radio, *New York, NY*
 Worth Publishers, *New York, NY*
 WXXI, Public Broadcasting Council,
Rochester, NY

■ Public Sector/ Public Services

Amtrak, *Washington, DC*
 Boston Housing Authority, *Boston, MA*
 Boston Police Department, *Boston, MA*
 Buffalo and Fort Erie Public Bridge
 Authority, *Buffalo, NY*

Cooperative Pioneers, *Greenfield, MA*
State of Delaware, Department of Services
for Children, *Wilmington, DE*
Delaware Transit Corporation, *Dover, DE*
City of Detroit, *Detroit, MI*
Detroit City Airport, *Detroit, MI*
Duquesne Light Company, *Pittsburgh, PA*
Erie County Water Authority, *Buffalo, NY*
Federal Aviation Administration,
Washington, DC
State of Georgia, Department of Juvenile
Justice, *Atlanta, GA*
Hillsborough Area Regional Transit
Authority, *Tampa, FL*
Housing Enterprise of Central Alabama,
Birmingham, AL
Commonwealth of Massachusetts, *Boston, MA*

Massachusetts Health and Educational
Facilities Authority, *Boston, MA*
Massachusetts State College Building
Authority, *Boston, MA*
Massachusetts Turnpike Authority,
Boston, MA
Massport, *Boston, MA*
New Haven Housing Authority,
New Haven, CT
New Jersey Highway Authority,
Woodbridge, NJ
New York City School Construction
Authority, *Long Island City, NY*
City of Newton, MA, *Newton Centre, MA*
Philadelphia Housing Authority,
Philadelphia, PA
Port Authority of New York and New Jersey,
New York, NY

Port of Pittsburgh Commission,
Pittsburgh, PA
Port of Seattle, *Seattle, WA*
City of Portsmouth, NH, *Portsmouth, NH*
Rhode Island Housing and Mortgage
Finance Corporation, *Providence, RI*
San Francisco Bay Area Rapid Transit
Authority, *Oakland, CA*
Southeastern Pennsylvania Transportation
Authority, *Philadelphia, PA*
US Generating Company, *Bethesda, MD*
Washington Metropolitan Area Transit
Authority, *Washington, DC*
Woods Hole, Martha's Vineyard and
Nantucket Steamship Authority,
Woods Hole, MA



Challenge Profile

Vice Chancellor for Research and Technology Transfer
University of Texas System
Austin, Texas

The University of Texas (U.T.) System seeks candidates for a newly created executive-level position: the Vice Chancellor for Research and Technology Transfer. The primary responsibilities of this officer will be to help the U.T. System to compete for research funding, raise its profile in technology transfer, and forge collaborations between the System's campuses, other higher education institutions, and the private sector. Reporting to the Chancellor, this position requires a seasoned leader with a strong background in initiating and supporting research.

The U.T. System encompasses nine academic and six health institutions across the state of Texas, including four medical schools, two dental schools, and nine nursing schools. As of Fall 2003, the System enrolled 177,855 students and employed 87,865 staff with an operating budget of \$7.8 billion. The long-term goal is for the U.T. System to pursue its mission as a single, unified research organization capable of carrying out large-scale, multidisciplinary research initiatives with the highest possible levels of quality and efficiency.

Based out of Austin, the Chancellor's office represents the highest leadership tier of this thriving, diverse network of institutions. The Vice Chancellor for Research and Technology Transfer will report to the Chancellor and will be the senior research officer for the System, responsible for nurturing and growing a vastly diversified, \$1.45-billion research program spanning the entire U.T. System. Working in collaboration with the System's campus presidents and a wide variety of external constituents, the Vice Chancellor will work to enhance the success of all 15 institutions in pursuit of their research missions: to find solutions to problems facing the citizens of Texas and the global community.

The Vice Chancellor will explore potential new areas for research and oversee system-wide research planning efforts; assist in developing appropriate linkages between the system and industry; lead the System's intellectual property and technology transfer policies and practices; provide leadership and coordination of multi-disciplinary research programs; and represent the U.T. System to local and regional constituencies, as well as to federal and other funding agencies. The Vice Chancellor will also lead the System's

efforts to expand the scope of its research by acquiring contracts to operate prominent federal government laboratories.

This document is a description of the key challenges facing the Vice Chancellor and has been produced by Isaacson, Miller, a national executive search firm, as an addendum to the official position description, which is attached at the conclusion this document. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

The University of Texas System

Written in 1876, the Texas Constitution provided that “the Legislature shall, as soon as practicable, establish, organize, and provide for the maintenance, support, and direction of a university of the first class...styled ‘The University of Texas’.” The Legislature vested the university’s governance in a Board of Regents; by a vote of the people, the first academic campus was built in Austin, the first medical branch in Galveston.

Today, more than 120 years later, the U.T. System has grown to encompass 15 academic and health institutions, which together grant approximately 31,000 degrees per year. The U.T. System enrolls 36% of all students in Texas public universities, 74% of students in the state’s health science institutions. Since its inception, the University of Texas System has sought to meet the needs of the people of Texas through high-quality teaching, research, patient care, and public service.

While each of the U.T. institutions possesses a distinctive mission and culture, all are bound by a spirit of shared pride in the U.T. System’s far-reaching accomplishments and in a spirit of intellectual curiosity and opportunity. U.T. students hail from every county in Texas, all 50 states, and more than 120 countries; women and minorities comprise more than half of the U.T. System’s staff and students. The U.T. System’s distinguished faculty includes seven Nobel laureates, one Pulitzer Prize recipient, and 32 members of the National Academy of Sciences.

Of the System’s budget for FY 2004, 23% of revenues are generated through federal, state, local, and private sponsored programs; 20.4% through state appropriations revenue; 31.9% through hospitals, clinics, and professional fees; and 32.2% through auxiliary enterprise. The system’s portfolio of investments includes \$14.8 billion under management and \$22 billion in total assets, including buildings and land. The System also owns 2.1 million acres of Permanent University Fund land, primarily in West Texas.

The Office of the State Comptroller has estimated that the U. T. System contributes more than \$9.5 billion to the Texas economy every year: \$5.2 billion in the value of resources attracted from outside the state, and \$4.3 billion in the increased productivity of those attending and graduating from the system. The System provides healthcare for more than 100,000 inmates in the Texas Department of Criminal Justice and each year provides more than \$1 billion in unsponsored indigent care for Texans each year.

The University of Texas System is an inclusive and dynamic organization that is committed to excellence, endorses its obligation to be accountable to the public, and pursues its vital mission on behalf of all the people of Texas. Individually, the System's institutions have distinct missions, histories, cultures, goals, programs, and challenges. Collectively, these institutions share a common vision and a fundamental commitment to enhance the lives of individuals and to advance a free society. For more information, please refer to the U.T. System's web site: www.utsystem.edu.

U.T. System Governance

The U.T. System is governed by a nine-member Board of Regents. Three members are appointed every two years by the Governor of Texas; their appointments are subject to confirmation by the Texas Senate. Reporting to the Board of Regents, the Chancellor serves as the chief executive officer of the U.T. System. Officers reporting directly to the Chancellor include the Executive Vice Chancellor for Health Affairs, responsible for the health affairs programs; the Executive Vice Chancellor for Business Affairs, the chief business and operations officer for the System; and the Executive Vice Chancellor of Academic Affairs, who is responsible for the academic programs.

The Vice Chancellor for Research and Technology Transfer will be joining an accomplished team of Vice Chancellors, including a General Counsel, who helps the System's institutions with legal issues; a Vice Chancellor for Governmental Relations, who seeks to enhance public and governmental support for the System; Vice Chancellor of Development and External Relations, who serves as a consultant for fundraising programs; a Vice Chancellor for Federal Relations, who represents the System at the federal level and administers offices in Washington, D.C.; and a Vice Chancellor for Community Relations, who is responsible for establishing and maintaining communication with organizations and associations whose activities affect the mission, goals, and priorities of the U.T. System.

Research and Technology in the U.T. System

The U.T. System already accommodates a vast array of research endeavors in its academic and health institutions. The System has a strong reputation, sophisticated facilities, and most importantly, a top-notch community of researchers. Research carried out across the University of Texas is driven by the fundamental human need to reveal our past, understand the present, and shape the future. The U.T. System's assets include a world-class faculty, a diversity of people and ideas, an interdisciplinary environment, and an entrepreneurial spirit. With these key ingredients, the U.T. System has the potential to become one of the premier research and teaching institutions in the world.

The U.T. System's total research expenditures for FY 2003 were approximately \$1.45 billion, marking a 6.9% increase over 2002. Of this amount, \$480.9 was for academic research (a 4.6% increase from FY 2002), while the remaining \$969.5 million was used for health-related research (a 8.1% increase from FY 2002). Of these funds, \$214.9 million were garnered through state appropriations, \$347.6 million through private-sector

grants and contract, and \$887.9 million from the federal government. U. T. System institutions account for almost three-fourths of the federally funded and privately sponsored research funding at Texas public universities; system-wide research expenditures have an economic impact of more than \$3 billion every year.

The Role of the Vice Chancellor: Key Challenges and Opportunities

Building upon these existing strengths, the Vice Chancellor will support and nurture current research programs, identify future research opportunities, garner and allocate research-oriented investments, and help to unite the U.T. System's institutions by forging cross-disciplinary relationships with shared research goals. The Vice Chancellor for Research and Technology Transfer takes the lead on University-wide research issues and serves as an advisor to the Chancellor and Board of Regents on issues pertaining to research and technology transfer.

Working in collaboration with a team of direct reports, as well as faculty and administrators from across the U.T. System, the Vice Chancellor will develop and implement strategies to expand and enhance research funding to U.T. System institutions; provide innovative and strategic leadership of major research and technology development and transfer initiatives; and target areas for future research focus. The Vice Chancellor will help the System's academic leaders to recruit and nurture a highly dedicated faculty of uncompromising integrity who can make a substantial contribution in both instruction and research.

The Vice Chancellor should possess reputation in research leadership able to command the respect of constituents across the U.T. System and across the nation. The Vice Chancellor will work closely with the Vice Chancellor for Federal Relations, who works closely with Congress and various other federal agencies. The Vice Chancellor may be called upon to testify in front of colleagues and should be an ardent advocate for the System, educating outside entities about current and potential research initiatives undertaken at U.T. The Vice Chancellor will also work to support efforts by the Vice Chancellor of Federal Relations to assure the entry U.T. faculty members into esteemed national organizations such as the Academy of Sciences.

The U.T. System is widely respected for its emphasis on compliance and accountability in research. The Vice Chancellor will work to maintain this operational excellence and ensure that all new research initiatives adhere to the highest possible standards. A key part of this role lies in ensuring that research conducted throughout the U.T. System has a high degree of measurability. The Vice Chancellor must ensure that the System's researchers' work meets regulations and upholds the law.

To promote the System's research and technology activities, the Vice Chancellor will need to foster effective relationships throughout the community, as well as with governmental entities, foundations, institutes and the private sector. The Vice Chancellor will also be responsible for the design and execution of a system of internal controls to ensure that research throughout the System is effective and efficient, assets are

safeguarded, financial information is reliable, and applicable laws, policies, and procedures are followed. In carrying out these responsibilities, the Vice Chancellor will face several key challenges, which are explained in the following pages.

Unite the U.T. System's Institution's Research Program

Drawing upon past achievements, current success, and near-future aspirations to grow its world-class research program, the Vice Chancellor for Research and Technology Transfer will be called upon to lead the U.T. System's multiple institutions in pursuing a common mission as a strongly united organization. As the top administrator, the Vice Chancellor maintains a high-level perspective over all the research initiatives and academic programs throughout the U.T. System and will play a key role in binding together ideas, research activities, donors, and research institutions throughout the state.

In this role, the Vice Chancellor will be called upon to grasp and articulate the far-reaching potential for the system's many research programs and to help the myriad campuses to unite in pursuit of shared research-based objectives. As the U.T. System's primary spokesperson about research policy and many issues pertaining to city, state, federal, public and private funding bodies, the Vice Chancellor must be an ardent, effective advocate for the needs of the research enterprise within the System and beyond.

Nurture Collaboration within the System

The structure of the U.T. System is highly conducive to collaborative activities among two or more institutions; the organization is well-suited to joint degree programs, shared research projects, and shared usage of facilities such as computers and other high-tech equipment. The Vice Chancellor's challenge lies in identifying potential synergies within and across the institutions that comprise the System, encourage and facilitate collaboration, and promote interdisciplinary and cross-functional cooperation. The Vice Chancellor can then use the System's enhanced cross-disciplinary structure to increase the grants and contracts from external sources and to manage compliance and accountability issues related to research and technology transfer.

A key part of this challenge lies in building enduring bridges among institutions located across a vast geography and that may have seemingly dissimilar goals or functions, including undergraduate campuses, hospitals, and graduate programs from a dizzying array of fields. The long-term goal is for the U.T. System to pursue its mission as a single, unified research organization capable of carrying out large-scale, multidisciplinary research initiatives with the highest possible levels of quality and efficiency.

Another part of this challenge rests in assisting those U.T. System campuses that do not currently have fully developed research programs. While the campuses, such as U.T. Austin, is already the site of a vast amount of research, some of the other, more remote campuses do not currently have large research programs. The office of the Vice Chancellor for Research and Technology Transfer should function as both mentor and facilitator for these fledgling research campuses, working to build bridges among them

and jumpstart research while providing education about issues pertaining to grants, compliance with regulations, and accountability.

Lead the System's Effort to Expand and Improve its Research Capacity

The Vice Chancellor will serve as a lead ambassador on all fronts, both within the state of Texas and on a national stage, as U.T. aspires to expand its research capacity in future years. As part of this ambition to grow and improve, the U.T. System has announced that it may compete to acquire the contract to operate off-site laboratory at Los Alamos. The Vice Chancellor for Research and Technology Transfer will play a key role in helping the U.T. System to acquire these and similar contracts, which are desired not only for the prestige and associated funding, but also because they have the potential to expand the System's reach in its aspiration to improve the world.

Identify and Pursue Opportunities for Broad-Scale Research

To achieve its aspiration to become a world-class research institution, the U.T. System will have to reach beyond its own walls and forge meaningful partnerships with other top-tier research organizations around the world. The Vice Chancellor will initially lead efforts to forge partnerships and research consortia with prominent institutions throughout the region, including Rice, Baylor, or institutions outside the region.

The U.T. System also has the potential to form partnerships with those outside the U. T. System, in the public or private sector, to maximize operational efficiencies. In extending the reach of U.T. System research, the Vice Chancellor should work closely with leaders in the public and private sectors to ensure that the System's research pursuits are well-suited to the needs of the state's disparate communities.

Identify and Pursue Next-Generation Research Frontiers

The Vice Chancellor's next challenge lies in identifying and developing large-scale research opportunities ahead of the proverbial curve. As a high-level visionary for the research program, the Vice Chancellor will need to identify potential research initiatives with potential long-term value to the System's mission. In this function, the Vice Chancellor will need to be tapped in to the work of researchers across the institution and encourage a spirit of creativity and entrepreneurialism, rewarding those who pursue "next-generation" research frontiers while exercising sound practical judgment. To meet this challenge, the Vice Chancellor for Research and Technology Transfer must ensure that the necessary support systems are available for faculty become aware of research opportunities on the horizon and to gain the support necessary to efficiently compete for research funding.

Oversee the Technology Transfer Effort within the System

Research throughout the U.T. System often leads to the development of valuable technologies that generate substantial revenues. Last year, the System earned about \$13.8 million through its intellectual property. During FY 2002, the System received 474 new invention disclosures and 101 U.S. patents; executed 97 licenses and options; and formed 16 start-up companies.

The Vice Chancellor will be responsible for maximizing the effectiveness of the U.T. System's technology transfer process. This task involves forging agreements with private enterprise, securing patents, and maximizing the value of the System's current and future intellectual property. To meet this challenge, the Vice Chancellor will be required to seize upon technology transfer opportunities by encouraging a wide variety of public and private institutions to use technologies generated within the System.

Qualifications and Experience

For information about the qualifications and experience desired for the Vice Chancellor, please refer to the official job posting at the end of this document.

Compensation and Location

Compensation will be both competitive and commensurate with the successful candidate's experience. The position will be based in Austin, Texas.

Inquiries, Referrals, and Nominations

Confidential inquiries, referrals, and nominations should be sent to the following address

Vice Chancellor for Research and Technology Transfer Search

Isaacson, Miller

533 Airport Boulevard, Suite 400

Burlingame, CA 94010

Email correspondence is encouraged to 2800.uts@imsearch.com.

*The University of Texas System is an Equal Opportunity Employer.
Candidates of all backgrounds are encouraged to apply.*

The University of Texas System Official Job Posting

Application instructions

Job Title Vice Chancellor for Research and Technology Transfer

Job Number 04-02-13-01-0121

Job Status Open

Basic Information

Date available Immediately

Position duration Funding expected to continue

Position open to all applicants

Monthly salary OPEN negotiable depending on qualifications.

Hours per week 40.00 Standard from 800AM to 500PM

Location Downtown Austin, TX

Hiring department Chancellor's Office

Additional Information

Required Qualifications: Attainment of a masters degree or terminal professional degree and 10 years of related research and technology development and transfer experience.

Preferred Qualifications: Doctoral degree or Doctor of Medicine Degree. Experience with academe, private industry, and research funding agencies.

Purpose of This Position: To provide innovative and strategic leadership, coordination, and facilitation of major research and technology development and transfer initiatives.

Essential Functions: Develop and implement strategies to expand and enhance research funding to U. T. System institutions. Facilitate collaboration among U. T. System institutions to develop joint proposals to increase grants and contracts from external sources. Assist U. T. System institutions with compliance and accountability issues related to research and technology development and transfer. Foster effective relationships among the university community, governmental entities, foundations and institutes, and the private sector, to promote research and technology development activities. Assist and support U. T. System institutions with technology development and transfer. Enhance efforts to improve technology management and development activities. Communicate and advocate with federal and state governmental funding entities. Review and assess the performance of technology management and development activities. Perform such other duties as may be assigned by the Chancellor.

Marginal/incidental Functions: Other related functions as assigned.

Working Conditions: Exposure to standard office conditions. Repetitive use of a keyboard at a workstation. Use of manual dexterity. Security Sensitive; criminal background check conducted.

U.T. System Administration 201 West 7th Street, Austin, TX 78701, (512) 499-4587.

The retirement plan for this position is Optional Retirement Program, subject to the position being 40 hours per week and at least 135 days in length.



OUR APPROACH TO EXECUTIVE SEARCH

The Isaacson, Miller search process is simple but disciplined. We explain it in detail to our clients, adapt it to their requirements, and ask them to join us as partners in its implementation.

We typically divide a search into five phases:

- Phase 1: Understanding the Challenge;
- Phase 2: Networking and Screening of Prospective Candidates;
- Phase 3: Narrowing the Field: Semi-finalist Selection and Interviews;
- Phase 4: Selecting Finalists and Checking References; and
- Phase 5: The Final Choice.

● —————
We offer a simple

● —————
but disciplined search

● —————
process.

UNDERSTANDING THE CHALLENGE

We begin each search by asking our clients a deceptively modest question: “How would you know—one year, three years, or five years after you hire someone—that you had, in fact, hired exactly the right person?”

We interview as many stakeholders in the search as appropriate—senior management, board members, key staff and consultants—exploring with them the measures of success for this role.

We ask what our

clients expect to achieve

with their new hire.

We first want to learn the organization’s cultural clues. Most clients know within the first 90 days whether the new executive will survive. They do not know if he or she will actually succeed. That takes years. We want to understand the implicit values and standards of the organization so that we can find candidates with a skill set and a management style that fit.

On a more fundamental level, we ask our clients to make explicit the strategic goals that they expect to achieve with their new hire. We believe that search is a strategic act—that when you pick a person you pick a path—and that it is very useful to know the desired path when we design the search.

At the conclusion of our stakeholder interviews, we summarize, in writing, our understanding of the assignment: the organization, its context and strategic challenges, the specific objectives and expectations established for this particular role, and the resulting personal and professional characteristics of an ideal candidate. We review this “scope” document with our client and edit it until it is satisfactory. We often find this process helps to clarify, or even build, consensus within an organization about where it is going and what is expected of new people. It is also our way of ensuring that we share with our client the same understanding of the assignment as we begin to network for prospective candidates.

NETWORKING & SCREENING OF PROSPECTIVE CANDIDATES

In this phase of the search we ask, “What analogous experience would prepare a candidate for the challenges in this role?” Put another way, “Where does this person work today? What is he or she doing?” We want to know what kinds of tasks and accomplishments prepare candidates in some reasonable way for the work they will face in this role.

Once we have identified target industries and fields, roles, institutions, and even individuals, we systematically canvass them to identify and interest candidates who match our requirements. Recognizing that our clients often have excellent networks themselves, we carefully pursue their

● *We systematically*
● *canvass target industries,*
● *institutions, roles and*
● *individuals to identify*
● *and interest qualified*
● *candidates.*

suggestions. Where appropriate, we advertise in targeted publications or extend our outreach through postings on relevant Web sites and email mailing lists. Our networking always includes a concerted effort to reach and interest qualified women and people of color.

Many of the people we identify are busy and successful in their current positions and are not looking for another assignment; we work closely with our client to protect the confidentiality of their interest. We take particular care to keep prospective candidates advised of their status, to handle rejected candidates with consideration, and to inform our client of the progress of the search on a regular basis. In some searches there are strong internal candidates

as well. These individuals undergo the same screening and assessment process as outside candidates.

As we complete our outreach, we focus on reviewing resumes and conducting telephone screens. Through this process, we narrow the long list of prospects to a reasonable number of candidates to interview in person before referring them to our client.

NARROWING THE FIELD

SEMI-FINALIST SELECTION & INTERVIEWS

When our clients hire us, they expect us to know and understand the people we present for their consideration. We take this responsibility seriously. Through intensive personal, biographical interviews we learn each candidate's history. We track a person through his or her entire career, asking how the person landed in each successive role, what he or she discovered, what ideas and actions were essential to success, what conflicts erupted, and how the candidate measured results. When we walk carefully through a person's career, we begin to see the patterns. When we sum it up we ask, "Has this person encountered challenges that are analogous in scale and in measures of success to the work contained in this role?"

We treat our conclusions as hypotheses, our best guesses about candidates. As the search proceeds, we test these hypotheses with increasingly extensive and intensive reference checks—direct conversations with bosses, peers, and subordinates probing the same questions that we explore with candidates. At this stage, we typically expect to interview and conduct preliminary references on 10 to 20 candidates. We then work closely with our client to narrow the pool. We will

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● *career, we begin to*
● *see the patterns.*

be prepared to recommend semi-finalists but we prefer that our clients review and discuss all the candidates with us to make an informed choice of semi-finalists. Usually our clients choose to see from four to eight semi-finalists in their first-round interviews.

We aid our clients in their preparation for semi-finalist interviews. We review the challenges of the position, as outlined at the start of the search, and discuss how the

interviewers can most effectively develop their impressions of each candidate's preparation and suitability for the position. We can provide both written and oral guidance on the interview process, if that is desired.

SELECTING FINALISTS & CHECKING REFERENCES

Clients may face a considerable challenge after the semi-finalist round. If it is useful, we can help structure the candidate review, offering both a format for comparison and a series of organized straw votes that facilitate the process of selecting finalists. We are always prepared to offer our opinions and recommendations. However, we believe that these choices belong to our client and we only make recommendations at our client's request.

We believe references

are just as important as

performance in a series

of interviews.

When finalists are invited back for a second round of interviews, we help to structure the visits, both to provide an opportunity for the candidates to learn more about the organization and the position, and for our client to learn more about each candidate.

As candidates move through their final interviews, we begin an intensive and thorough process of reference checks and background verification on what is now a more select pool of candidates. We believe that references are just as important as, and often more important than, performance in a series of interviews as a means of learning about a candidate's skills, experience, and temperament. We do not solicit letters of reference. Instead, we speak directly with each candidate's bosses, peers, and subordinates over the course of his or her career, asking questions and eliciting comment on themes similar to those that we explored in our interviews. We document our lengthy reference conversations in a transcript style report and typically provide many pages of commentary on each finalist.



THE FINAL CHOICE

A good search can be difficult to close. When there are several strong candidates whose strengths and weaknesses are known in detail, making the final choice can be complex.

We remain active through this phase of the search, helping our client make a well-informed decision and staying in close contact with the finalists to address their questions and concerns.

We are often asked to play an important role in the final negotiations between the candidate and our client. Although we do not provide legal advice, we can help think through compensation packages and provide advice on relocation and family considerations.

● —————
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● —————

SCHEDULING THE SEARCH WORKPLAN - SAMPLE

(These might be either meetings or conference calls)

Meeting One	Purpose	Scheduled Date(s)
The Launch Meeting	This meeting is designed to accomplish two tasks: 1. discuss the job (scoping) and; 2. schedule dates for particular search activities.	
Meeting or Conference Call Two	Purpose	Scheduled Date(s)
Profile and Challenge Statement Review	Review the DRAFT profile and confirm schedule.	
Meeting or Conference Call Three	Purpose	Scheduled Date(s)
First Presentation: A Work in Progress	This First Presentation presents candidates, on paper, to the search committee. Some of these candidates, Isaacson Miller will have met and others will have been telephone screened. This is also an opportunity to review search strategies--are we on the right track? This meeting will determine with whom final candidates will meet, a timeline for these interviews and a timeline for selection of final candidate.	
Meeting Four	Purpose	Scheduled Date(s)
Presentation of Semi-Finalist Candidates	Presentation of 5-10 candidates, on paper, to the search committee who have been internally interviewed by IM.	
Meeting Five	Purpose	Scheduled Date(s)
Semi-Finalist Interviews	Interviews provide the search committee with the opportunity to get to know the candidates by extensively questioning and responding to each candidate. To narrow the field of candidates and determine who will be final candidates. To discuss process for finalist interviews.	
Meeting Six	Purpose	Scheduled Date(s)
Finalist Interviews and Making the Decision	Final candidates are brought through a last set of interviews with select client board members, volunteers, and or staff. The client organization should be ready to sell itself to final candidates. Review of preliminary references by client. Make determination of final candidate.	
Meeting Seven	Purpose	Scheduled Date(s)
Celebrating the Success (Transition of Candidate to Employee)	To work with both the client and new employee to successfully transition this individual into the organization and celebrate the completion of the search.	

OUR COMMITMENT TO DIVERSITY

In every search, Isaacson, Miller seeks to identify a diverse pool of candidates. Through our efforts, women and people of color have been recruited to key civic leadership positions throughout the country. In the course of over two decades, we have established an extensive network of contacts who recognize that our commitment to diversity is genuine and our track record is unparalleled. We call and build upon this network in every search we do.

Since 1982, approximately 41% of the firm's searches have closed with women and 25% with people of color. Our own staff of 65, at all levels, comprises 72% women and 21% people of color.

OUR COMMITMENT

- We will treat everyone we contact with respect and consideration, understanding that with each interaction we are representing our clients and upholding their reputations.
- We will stay with the search until it is completed to our client's satisfaction.
- We will strictly respect the confidentiality of candidates, sources, and references throughout the search.
- We guarantee our work. We will repeat the search in its entirety, with no additional professional fee, if the hired candidate leaves in the first year.
- We will not recruit an individual from a client organization (the division that hired us) for one year after the search is completed.

OUR EXPECTATIONS

- We expect our clients to work in partnership with us to ensure that there is one unified search process.
- We expect our clients to be thorough and candid with us when discussing their organizations—their strengths, needs, and agendas for the future.
- We expect our clients to spend appropriate time with serious candidates and to share in detail with us their enthusiasm and concerns about the candidates.
- We expect our clients to take steps to ensure that the candidate they select has a smooth and successful entrance into the organization.
- We expect our clients to respect and protect the confidentiality of candidates as carefully as we do.



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