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# California Institute for Regenerative Medicine

## **A.T. Kearney Executive Search** *Statement of Qualifications and Education/Non-Profit Practice Overview*

**Submitted by**  
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**Vice President, Education/Non-Profit Practice**  
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**January 2005**



## Education/Non-Profit Practice



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## A.T. Kearney, Inc. — Firm Overview





# OUR FIRM

## Mission

*To enhance and sustain our clients' performance and enable the building of high-impact leadership teams, through consultative search that identifies professionals of uncommon ability who fit specific business needs and cultural environments.*

## STRENGTHS

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- Among the oldest and most established firms in executive search
  - Established in 1946
  - More than 200 professionals in 30 offices, worldwide
- A “top-ten” global executive search firm with industry focus in:
  - Business and Professional Services
  - Consumer Products and Retail
  - Education and Not-for-Profit
  - Financial Services
  - Industrial Products, Manufacturing, Chemicals and Energy
  - Healthcare and Life Sciences
  - Technology and Telecommunications
- Immediate access to intellectual capital and expertise of A.T. Kearney
- Engagement Quality Review process leveraged to continually improve methodology

# OUR FIRM

## Worldwide Client Service

*We have 30 wholly-owned worldwide offices with over 200 professionals dedicated to providing seamless client services.*

## GLOBAL CAPABILITY

### The Americas

Alexandria  
Atlanta  
Chicago  
Costa Mesa  
Fort Worth  
Los Angeles (Cerritos)  
Miami  
New York  
Plano  
São Paulo  
Silicon Valley  
Stamford  
Toronto

### Europe

Amsterdam  
Brussels  
Düsseldorf  
Frankfurt  
Geneva  
London  
Madrid  
Milan  
Munich  
Oslo  
Paris  
Stockholm

### Asia-Pacific

Hong Kong  
Shanghai  
Singapore  
Sydney  
Tokyo





## **An Introduction to A.T. Kearney, Inc. Education/Non-Profit Practice**



## Education/Non-Profit Practice — An Introduction

Although our firm is a recognized leader in conducting executive level searches for clients in the corporate sector, it has also developed a stellar reputation for serving clients in the education and non-profit arenas.

A.T. Kearney's Education/Non-Profit Practice specializes in providing executive search services to colleges, universities, independent schools and non-profit organizations. Our consultants possess specific expertise in these areas and have successfully conducted more than one thousand executive level academic and administrative searches on behalf of the nation's leading education and non-profit institutions.

A.T. Kearney is committed to establishing its Education/Non-Profit Practice as the "premier" executive search team in the country dedicated to addressing the leadership needs of education, social, cultural and philanthropic institutions. To that end, the firm has invested significant resources to increase the national presence of the Practice, enhancing its database, and improving the quality of its service. Most important, the firm has assembled a high caliber team of consultants and support staff, many of whom have extensive experience as trustees and/or executives at non-profit and academic organizations. We believe that our competitive advantage lies in the quality of our people.



## Education Practice — An Introduction

### **Commitment**

*We are committed to being the most client-focused consultative search firm in the industry. Our search professionals have access to industry-leading technology and intellectual capital that is competitive, consistent and differentiating.*

- The A.T. Kearney Education/Non-Profit Practice offers distinct advantages to assist your institution:
  - Experience — Extensive experience in both higher education/non-profit administration and executive search, enables the ability to put this experience into action. We offer you insights with value that extends beyond the search process.
  - Extensive networks — Our broad professional networks among prospective candidates and sources are exceptional.
  - Diversity — We are committed to identifying diverse candidate pools and take particular pride in our strong record of success in placing women and people of color.
  - Customized research — On every search, we conduct original and customized research and analysis based on the needs of the client.
  - Best practices — Our extensive search experience gives us a strong sense of “best practices” in higher education searches.
  - Flexibility — We will guide you through the search process, taking an active leadership role or a supportive consulting role, as best fits your situation.
  - Client confidence — Many clients have demonstrated their confidence and satisfaction by asking A.T. Kearney to carry out multiple searches.



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## The Search Team





## The Search Team

*“Our mission is to contribute to our clients’ success by identifying men and women of uncommon ability and potential...individuals to whom our clients might not otherwise have access.”*

Given our mission and the scope of your assignment, we propose creating a search team consisting of a vice president, a consultant and a researcher. Alberto Pimentel (see attached biography) will lead the search team and will be responsible for all aspects of the search including: the initial consultation; candidate identification and recruitment; candidate assessment and evaluation; and reference checks. Mr. Pimentel will serve as the primary contact throughout each phase of the search process.

Mr. Pimentel will be supported by Amy Rueda, who will assist with candidate recruitment, interview coordination, and reference/background checks. Agnes Szpakowicz will provide administrative and research support for this assignment. Collectively, this team will be responsible for maintaining A.T. Kearney’s commitment to quality and exceptional customer service.

The search team will work closely with other members of the firm’s Education/Non-Profit Practice in addition to Vice Presidents/Global Practice Leaders such as Henry J. Scherck III (Terry) with our Life Sciences/Healthcare Practice in order to guarantee that a thorough national search is conducted and that all the firm’s resources (professional network, expertise, etc.) are leveraged on your behalf.

## Alberto M. Pimentel

VICE PRESIDENT, EDUCATION PRACTICE  
LOS ANGELES, CA

### Education:

- Harvard University, Graduate School of Education, M.Ed.
- Harvard University, John F. Kennedy School of Government, M.P.A.
- Point Loma Nazarene University, M.A., Education Administration
- California State University, Los Angeles, B.A.

### Executive Search Experience:

Mr. Pimentel has managed search assignments for a variety of governmental agencies, non-profit organizations, private and public K-12 school systems, community colleges, private and public universities and colleges, foundations, and private, for-profit education related companies. He has extensive knowledge of K-12 curriculum and administration, alternative education, adult education, and higher education administration.

### Professional Experience:

- Principal in the Education/Non-Profit Practice of Korn/Ferry International (Los Angeles office)
- Consultant in the Education/Non-Profit Practice of Witt, Kieffer, Ford, Hadelman & Lloyd
- Teacher, counselor, teacher adviser and program coordinator for the Los Angeles Unified School District

### Professional Achievements And Activities:

- Member, Board of Trustees at University of LaVerne and Eisner Pediatric and Family Medical Center.
- Member, California State University-Los Angeles ACCESS Center Advisory Board.
- Active participant in several community organizations.

## Henry J. Scherck III (Terry)

VICE PRESIDENT/GLOBAL PRACTICE LEADER, LIFE SCIENCES/HEALTHCARE  
CHICAGO, IL

### Education:

- University of Pennsylvania, Wharton Graduate School of Business, MBA Marketing
- Princeton University, B.A.

### Executive Search Experience:

Henry J. Scherck, III (Terry), is a Vice President and Global Leader of A.T. Kearney Executive Search's Life Sciences/Healthcare Practice Group. He brings more than twenty years of senior-level experience in the areas of general management, strategy development, marketing and sales, leadership and consulting services. Mr. Scherck focuses on serving both multinational corporations and emerging, high-growth, early stage companies.

Since entering executive search in 1991, Mr. Scherck has recruited senior executives in the pharmaceutical, biotech and device industries for a range of positions, including chairman of the board, president, chief executive officer, chief financial officer, senior vice president of marketing and sales, head of research and development and head of business development. A significant portion of Mr. Scherck's practice is focused on senior management positions for portfolio companies of venture capital firms.

### Professional Experience:

Before entering executive search, his career included more than 15 years in the pharmaceutical and consumer products industries as a senior executive with Bristol Myers Squibb, Guerlain, SA and Warner Communications (Cosmair).

## Amy Rueda

**SENIOR CONSULTANT, EDUCATION PRACTICE  
LOS ANGELES, CA**

### **Education:**

- California State University, Fullerton, B.A., Political Science

### **Executive Search Experience:**

Ms. Rueda has significant experience in all facets of the search process and is exclusively dedicated to conducting searches for public and private universities and colleges, national non-profit & government organizations, art institutions, and several academic and community medical centers

### **Professional Experience:**

- Associate Director for the Irvine office of Heidrick & Struggles, Inc.
- Associate at Witt, Kieffer, Ford, Hadelman & Lloyd (specializing in healthcare and higher education)
- Consultant to the California Latino Legislative Caucus
- District Director for then Assemblywoman Grace F. Napolitano

### **Professional Affiliations:**

- Mentor, Latino Business Student Association
- Event Volunteer, Inner-City Arts

# Agnes Szpakowicz

ASSOCIATED CONSULTANT, EDUCATION PRACTICE  
LOS ANGELES, CA

## Education:

- Santa Monica College

## Executive Search Experience:

Ms. Szpakowicz has significant experience in all facets of the search process and is exclusively dedicated to conducting searches for public and private universities and colleges. Her experience in executive search spans over 14 years covering a multitude of sectors and functional areas. In her current role, Ms. Szpakowicz is highly involved in the strategy and execution of candidate identification, recruitment, interview coordination and candidate referencing.

## Professional Experience:

- Research Manager and Senior Research Analyst for Morgan Samuels & Company.
- Associate, Information Specialist and Research Associate at Heidrick & Struggles, Inc.
- Research Associate and Local Area Network Manager, SpencerStuart.

## Professional Affiliations:

- Member, Association of Executive Search Consultants

## Approach and Methodology





## Example of Typical Approach and Methodology

We customize our executive search services to meet your institution's needs. Our standard approach and methodology is outlined below, focusing on the four phases of the search process: preparation, recruitment, evaluation, and selection.

### I. Preparation

#### ■ Planning the Search Process

- We begin our work in support of your search by clarifying and providing advice about issues of process, timetable, committee structure, and committee charge.
- Our experience in a variety of searches and institutions gives us a good sense of the “best practices” in conducting a search, and we will recommend these strategies to your search committee. However, we are also pleased to work with search committees to explore alternative approaches that better suit the needs of the institution.

#### ■ Understanding Your Institution

- We will meet with you, and all others whom you wish to involve in the search process, to hear a range of views about institutional issues, the position, and the qualifications essential in order to find the successful candidate.
- We will review all relevant documents including planning reports and other materials describing your institution and its key administrators.
- We will explore with you all critical institutional issues, particularly those bearing on institutional direction and priorities.

## Approach and Methodology (cont'd)

### I. Preparation (cont'd)

#### ■ Developing the Position Description

- We will work in collaboration with the committee to develop a position description. The position description will include a statement of qualifications for the position, preliminary selection criteria, and a profile of your institution. The document will serve as a reference to the committee throughout the search in regard to the criteria upon which candidates should be evaluated. This description is an important recruiting tool which gives prospective candidates a better understanding of both the position and the institution.

## Approach and Methodology (cont'd)

### II. Recruitment

#### ■ Developing and Recruiting a Diverse Candidate Pool

- We will actively seek out individuals with superior qualifications and encourage them to become candidates. One of our most significant strengths is our professional network.
- Recruiting efforts will include the placement of announcements in traditional national outlets and in specialized publications..
- We will place calls to individuals who are well positioned to serve as sources. These individuals usually include leaders of national associations, leaders of medical and research institutions, representatives of groups focused on particular constituencies, and other public, private, and non-profit organizations with which we have established long-standing relationships. Although we have found that mass mailings are generally not an effective tool for identifying and recruiting candidates, we can assist the committee in devising a targeted mailing list.
- We have a solid track record of providing candidate pools in which women and people of color are well represented. We believe that these special recruiting and outreach efforts are worthwhile, desirable and quite productive.

## Approach and Methodology (cont'd)

### II. Recruitment (cont'd)

#### ■ Managing Information in Support of the Search

- In our experience, managing information--an essential aspect of any search--is typically best handled on a partnership basis with the search committee and client institution.
- Throughout the search process, we will assist the search committee in developing accurate information systems to track the status of candidates. We recommend the use of a database system that tracks the arrival and status of all candidate applications and nominations. This database can be used to generate current logs of all prospective, active and inactive candidates as well as to generate communications to inform each candidate of his/her status from the beginning to the end of the entire process.
- Additionally, we will prepare all correspondence needed with nominees and candidates throughout the search for transmittal by either the client institution or A.T. Kearney.

## Approach and Methodology (cont'd)

### III. Evaluation

#### ■ Evaluating Candidates

- We will assist the search committee in developing selection criteria that are tied directly to the position description. Selection criteria are used to create a rating sheet that is used in evaluating each candidate's qualifications. Criteria may include: demonstrated leadership and management skills; budget experience; experience growing and leading a research organization; commitment to the mission of the Institute of Regenerative Medicine; exceptional interpersonal skills; commitment to diversity; and demonstrated ability to develop creative solutions to complex challenges.
- We are flexible regarding the involvement of the committee in the initial screening of the full pool of candidates. The consultant will personally read and evaluate all candidate files, treating all candidates equally and evaluating them by the same standards and methods. Committee members are invited to participate in the initial screening and evaluation, but consultant evaluations will be provided in any case.
- Committee members evaluate candidates on a three-point grading scale of A (excellent; retain), B (incomplete; request more information), or C (poor; eliminate). The ratings are summarized allowing the committee to eliminate unsuitable candidates and maintain promising ones.

## Approach and Methodology (cont'd)

### III. Evaluation (cont'd)

#### ■ Interviewing and Referencing

- We will work directly with the search committee to conduct preliminary candidate interviews. Usually, six to eight candidates are invited for interviews with the search committee at a neutral site, with the consultant acting as the coordinator.
- Following the preliminary interviews, the candidate pool is further narrowed to a small number of finalists, usually no more than three. Once the finalists have been identified, we will work with the committee to conduct reference and background checks on the remaining candidates.
- In conducting the reference checks, it is our practice to speak directly with individuals who are now, or who have been in the recent past, in good positions to observe and evaluate the candidate's performance.
- Given the importance and “high public visibility” of this position, we strongly recommend that a private investigation firm be retained to conduct a thorough background investigation on each of the finalists. This investigation would include: degree verification; review of credit report, DMV record, and criminal/civil litigation history; review of newspaper articles; and verification of previous employment. The cost associated with this in-depth investigation ranges from \$250 to \$350 per candidate. We will assist you in identifying an appropriate firm to conduct this task.
- These references and evaluations are combined to provide frank, objective appraisals. Such detailed and intensive investigations are reserved only for those individuals to whom the search committee plans to give the most serious consideration.

## Approach and Methodology (cont'd)

### IV. Selection

#### ■ Coordinating the Final Selection Process

- We will work with the search committee in evaluating and selecting those candidates who, on the basis of the committee's evaluations, appear to best meet the requirements of the position description. We will assist the committee in fulfilling its specific charge. Typically the committee generates a list of unranked candidates with full commentary assessing each individual's strengths and weaknesses.
- We will help arrange follow up interviews with finalists. These meetings may be private (with selected members of the board), public (with participation by a range of the Institute's constituents), or a combination of both.
- We are also available to assist in finalizing the terms and conditions of employment of the final candidate, if requested to do so.
- Finally, all candidates will be swiftly informed about the outcome of the search.

## Approach and Methodology (cont'd)

### V. Our Commitments

#### ■ Timeframe

- As a retained executive search firm, we are committed to the long-term success of our clients. We understand the urgency of completing assignments in a prompt manner, while not sacrificing the quality of the candidate pool or violating the search process. As a result, we make every effort to complete each search within 90 to 120 days. In cases of extreme urgency, A.T. Kearney will work with the search committee to refine the timeframe and shorten the search process.

#### ■ Quality

- Recognized excellence.
- Observe the highest professional and ethical standards.
- Client focus and commitment to quality on every engagement.

#### ■ Guarantee

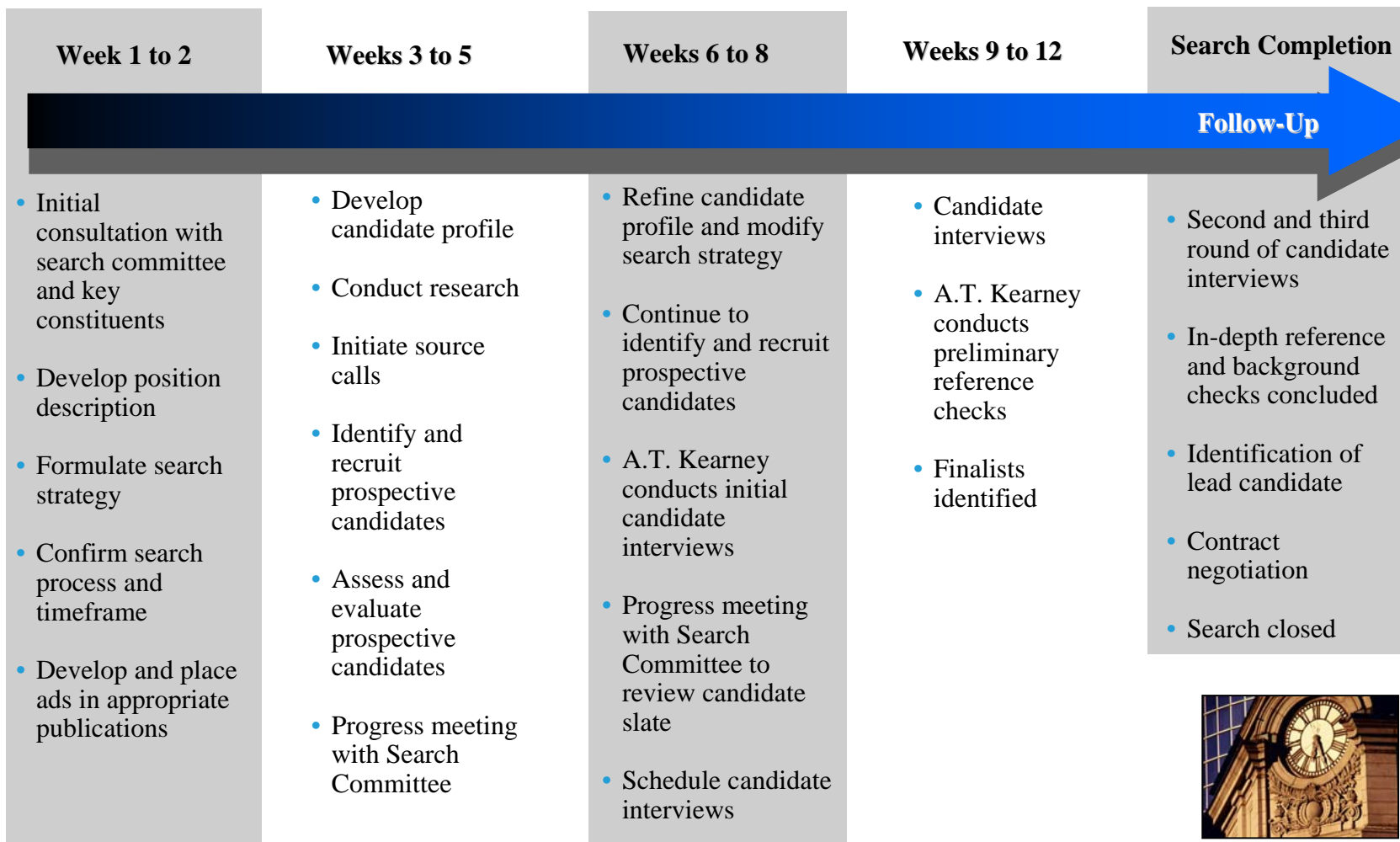
- If the appointed person leaves the position within 12 months of his or her appointment for any reason, other than personal reasons such as health, the A.T. Kearney Education/Non-Profit Practice will conduct a replacement search without fee.

#### ■ Off Limits

- As a member of the Association of Executive Search Consultants (AESC), we will not recruit our placement. In addition, we will not recruit any direct reports to the position for which we are searching for a period of one year.



# TIMELINE





## Client and Placement List





## Placement Information

**At A.T. Kearney Executive Search, our track record speaks for itself . . .**

- The Education/Non-Profit Practice is committed to diversity.
  - During the last five years, almost 40% of our placements have been women or members of under-represented minority groups. (The actual number and percentage of women and minority candidates presented for search committee consideration is substantially higher.)
  - We make an extra effort to identify, contact and recruit a diverse slate of candidates for each search assignment.
- We practice what we preach . . . the members of our team reflect the diverse world in which we live. In fact, 18 of the 22 members of the Education/Non-Profit Practice are women and/or people of color.
- Recruiting high quality candidates is simply not enough . . . candidate retention is important.
  - In a recent study of searches conducted by the Education/Non-Profit Practice, we found that more than 96% of our placements remain in their appointed positions for a minimum of four years.
  - Our retention rate is one of the best in the industry.

## Life Sciences/Healthcare Searches – Representative Client List

Organization	Position
Adams Laboratories, Inc.	President
Baylor Health Care System	Chief Executive Officer
Beckman Coulter	President, PCD President, Diagnostic Division
Bristol-Myers Squibb Company	President, Research & Development Senior Vice President, Drug Discovery
Dynal Biotech ASA	President, Dynal Biotech Inc., USA
INAMED Corporation	Vice President, Research & Development Operations
Invitrogen Corporation	Vice President, Global Cell-Culture Operations
LifeCell Corporation	Vice President Operations Vice President, Marketing & Business Development Vice President, Product Development (2)
Lorus Therapeutics, Inc.	Board Member
PerkinElmer Life Sciences, Inc.	Vice President, Research & Development
QLT, Inc.	Chief Executive Officer
Schering-Plough, Inc.	President, U.S. Vice President, Head of Clinical Research (2)

## Chancellor Searches - Representative Client List

Education Organization	Position
Appalachian State University	Chancellor
Baton Rouge Community College	Chancellor
East Carolina University	Chancellor Chancellor
Florida Board of Education	Chancellor, Division of Colleges & Universities Chancellor, Division of Community Colleges
Indiana University/Purdue University at Indianapolis	Chancellor
Minnesota State Colleges & Universities	Chancellor
Pennsylvania State System of Higher Education	Chancellor Deputy Chancellor
Southern Illinois University, Carbondale	Chancellor
University of California – Berkeley	Chancellor
University of California – Irvine	Chancellor (in progress)
University of California – Santa Cruz	Chancellor
University of California – San Diego	Chancellor
University of Colorado – Colorado Springs	Chancellor
University of Colorado – Boulder	Chancellor
University of Hawaii at Manoa	Chancellor
University of Michigan – Flint	Chancellor

## Chancellor Searches - Representative Client List

Education Organization	Position
University of Minnesota, Crookston	Chancellor
University of North Carolina at Asheville	Chancellor
University of North Carolina at Pembroke	Chancellor
University of North Carolina at Wilmington	Chancellor
University of Wisconsin – Eau Claire	Chancellor
University of Wisconsin – Extension	Chancellor
University of Wisconsin – Green Bay	Chancellor
University of Wisconsin – La Crosse	Chancellor
University of Wisconsin – Milwaukee	Chancellor Chancellor
University of Wisconsin – Oshkosh	Chancellor
University of Wisconsin – River Falls	Chancellor
University of Wisconsin – Whitewater	Chancellor
University System of Georgia	Chancellor (2001) Chancellor (1995)
Washington State University – Spokane	Chancellor

## Presidential Searches - Representative Client List

Education Organization	Position
Alfred University	President
Allegheny College	President
American Council on Education (ACE)	President
Arcadia University	President
Bank Street College of Education	President
Bates College	President
Barry University	President
Berry College	President
Bloomfield College	President
Bowdoin College	President
Bowie State University	President
Bradford College	President
Brookhaven Science Associates	President
Buena Vista College	President
Case Western Reserve University	President
Cazenovia College	President

## Presidential Searches - Representative Client List

Education Organization	Position
Centenary College	President
Central Michigan University	President
Chicago Council on Foreign Relations	President
Clarion University of Pennsylvania	President
Colby College	President
Colby-Sawyer College	President
Colgate University	President
Community College of Philadelphia	President
Cornell University Research Foundation	President
Dartmouth College	President
Delta State University	President
Denison University	President
Duke University	President
Eastern Kentucky University	President
Eastern Oregon University	President
Eastern Washington University	President



## Presidential Searches - Representative Client List

Education Organization	Position
Fairleigh Dickinson University	President
The Fetzer Institute	President and CEO
Florida Atlantic University	President/CEO/Chancellor
Franklin & Marshall College	President
Franklin College of Indiana	President
Georgetown University	President
Georgia College & State University	President
Georgia Southern University	President
Goddard College	President
Goucher College	President
Hamilton College (NY)	President
Hendrix College	President
Hollins University	President
Illinois State University	President
Illinois Wesleyan University	President
Kean University	President

## Presidential Searches - Representative Client List

Education Organization	Position
Kentucky Council on Postsecondary Education	President
Kentucky Wesleyan College	President
Knox College	President
Lambuth University	President
Lewis & Clark College	President
Loras College	President
Lyme Academy of Fine Arts	President
Marietta College	President
McMurry University	President
Mercy College	President
Miami-Dade Community College	District President
Middlebury College	President
Mississippi College	President
Mississippi University for Women	President
Naropa University	President
New College of Florida	President
New England College	President
New School University	President

## Presidential Searches - Representative Client List

Education Organization	Position
Northern Michigan University	President
Occidental College	President
Oglethorpe University	President
Ohio State University	President
Pacific University in Oregon	President
Perimeter College (formerly DeKalb College)	President
Pomona College	President
Ramapo College of New Jersey	President
Rice University	President
Ripon College	President
Rollins College	President
Rowan University	President
Rutgers, The State University of New Jersey	President
Saint Cloud State University	President
Saint Joseph's University	President
Saint Norbert College	President

## Presidential Searches - Representative Client List

Education Organization	Position
Sarah Lawrence College	President
San Diego State University	President
San Jose State University	President
Shelby State Community College	President
Skidmore College	President
Slippery Rock University of Pennsylvania	President
Smith College	President
Sonoma State University	President
Southern Connecticut State University	President
Southern Vermont College	President
State University of New York/College of Cortland	President
State University of New York, Institute of Technology	President
State University of New York, Plattsburgh	President
Stephen F. Austin	President
Teachers College, Columbia University	President
Towson University	President

## Presidential Searches - Representative Client List

Education Organization	Position
Trinity College	President (1995)
University and Community College System of Nevada, Board of Regents, Nevada State College	President
University of Baltimore	President
University of California, Office of the President	President
University of Dayton	President
University of Detroit Mercy	President
University of Florida	President
University of Georgia	President
University of Hartford	President
University of Illinois Alumni Association	President and CEO
University of Indianapolis	President
University of Kentucky	President
University of Maryland Eastern Shore	President
University of Massachusetts System	President
University of Michigan	President
University of Nevada – Las Vegas	President
University of New Mexico	President

## Presidential Searches - Representative Client List

Education Organization	Position
University of North Carolina	President
University of Rochester	President
University of Saint Francis	President
University of Southern Colorado	President
University of Texas, Pan American	President
University of Toledo	President
University of Washington	President
University of Wisconsin	Managing Director, Research Foundation
US Education Corporation	Chief Operating Officer
Valdosta State University	President
Washington College	President
Wesleyan University	President
Western Michigan University	President
Western Oregon College	President
Westfield State College	President
Westminster College	President
Whittier College	President
Williams College	President

## National Laboratory - Representative Client List

Education Organization	Position
Brookhaven National Laboratories	Executive Director Senior Vice President
Lawrence Berkeley National Laboratory	Director Chief Financial Officer Controller
Lawrence Livermore National Laboratory	Chief Financial Officer
Los Alamos National Laboratory	Division Leader, Audits & Assessments Division Leader & Chief Financial Officer Division Leader, Human Resources Procurement Management Group Leader Supply Chain Management Division Leader
Oak Ridge National Laboratories	Director
Pacific Northwest National Laboratory	Director

## Research Searches – Representative Client List

Education Organization	Position
Illinois State University	Associate Vice President, Research and Dean of the Graduate School
Oregon State University	Vice President, Research
Rice University	Vice Provost, Research & Graduate Studies
University of California – Los Angeles	Executive Director, Office of Research Administration (cancelled-reorganization) Director, Extramural Fund Management
University of California – San Diego	Executive Director, Research & Programs – Supercomputer Center
University of California – Santa Cruz	Vice Chancellor, Research
University of California – San Francisco	Manager, Extramural Fund Management
University of Illinois, Urbana-Champaign	Vice Chancellor, Research
University of Pennsylvania	Vice Provost, Research
Washington State University	Executive Director, Office of Intellectual Property Administration and WSU Research Foundation





## Fees and Expenses



## Professional Fees and Expenses

- Professional fees for our services are based on one-third of the total first year's cash compensation. Our minimum fee is \$50,000. For calculation purposes, cash compensation includes base salary and any cash-signing bonus and performance-based bonus that is paid during or at the conclusion of the first year. After the completion of this assignment, should the actual compensation differ from the initial estimate, we would adjust the fee portion of our final invoice, to reflect the actual compensation. In an effort to assist our clients in preparing a budget for the search, we are open to conducting the search on a “fixed fee” basis.
- Our expenses are billed separately for travel, advertising and express mail. All expenses are fully reimbursable, billed at cost (including taxes), and prorated whenever possible. Expenses vary greatly with each search depending on frequency of meetings, amount of advertising, etc. Additional services such as those of a private investigator to perform extensive background investigations beyond our reference checking can be arranged through us but would be charged directly to you.
- In addition, to cover other more difficult-to-track expenses such as postage and internal telephone, fax, communication charges, photocopying, research and report production, we charge an Engagement Support fee. Engagement Support charges are equal to 15% of the professional fee.

## Professional Fees and Expenses (cont'd)

- The professional fee is billed upon the achievement of key milestones. Bills are due and payable upon presentation. Our fees and expenses are not contingent upon our success in placing a candidate with your organization. Interim fee payments are not refundable but are credited toward the total fee due. Once the fee has been fully invoiced, no further professional fees will be billed until the assignment has been concluded. However, we will continue to bill expenses monthly.
  - Payment #1 – Initiation of search
  - Payment #2 – Presentation of initial candidate slate
  - Payment #3 – Presentation of finalists
  - Payment #4 – Close of search
  
- You have the right to cancel this assignment at any time, in which case the only obligation is for the accrued fees and expenses. The only exception is that a cancellation during the first month incurs an obligation of one month's professional fees plus expenses.



## References



## References:

### **University of California, Office of the President**

Alberto Pimentel's Client: Ms. Susan Mathews  
Director, Senior Management Compensation & Benefits  
Human Resources and Benefits  
1111 Franklin Street, 7th Floor  
Oakland, CA 94607  
(510) 987-0299

*Searches: President, University of California System  
Provost, University of California System  
Multiple Chancellor Searches*

### **University of California, Office of the President**

Alberto Pimentel's Client: Dr. Robert C. Dynes  
President  
Office of the President  
1111 Franklin Street, 12th Floor  
Oakland, CA 94607-5200  
(510) 987-9074

*Searches: Provost, University of California System  
Chancellor, University of California, San Diego  
Chancellor, University of California, Berkeley  
Chancellor, University of California, Santa Cruz*

### **University of California, Office of the President**

Alberto Pimentel's Client: Dr. Charles L. Gruder  
Executive Director, Special Research Programs  
Office of Health Affairs  
300 Lakeside Drive, 6th Floor  
Oakland, CA 94612-3550  
(510) 987-9874

*Search: Director, Tobacco Related Disease  
Research Program*

### **LifeCell Corporation**

Terry Scherck's Client: Paul G. Thomas  
Chairman, President and Chief Executive Officer  
One Millennium Way  
Branchburg, NJ 08876-3876  
(908) 947-1020

*Searches: Vice President, Operations  
Vice President, Marketing and Business  
Development  
Vice President, Product Development (2)*

**\*\* We request that we be notified in advance prior to contact being initiated with our references.**



## **A.T. Kearney, Inc. — Contact Information**



## Contact Information

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