



Florida A&M University, President

Presented by: Donna Cramer

October 15, 2024

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October 15, 2024

Ms. Kristin Harper | Board Chair
Ms. Courtney Black | Contracts Administrator
Florida A&M University
Tallahassee, FL 32307

Emailed to: kristin@driventosucceedllc.com, Courtney1.black@fam.u.edu

Dear Ms. Harper and Ms. Black:

Thank you for the invitation to present this information for your consideration in the search for the next President of Florida A&M University (FAMU). Isaacson, Miller (IM) would welcome the chance to partner with you on this important recruitment. We are confident that our deep experience and disciplined approach would serve you well.

We greatly admire FAMU's history and its legacy of providing access to a high-quality, affordable education. As the number one HBCU for research and development (National Science Foundation), FAMU continues to play a vital role in shaping future leaders, advancing research, and contributing to societal progress. At IM, we have a wealth of experience partnering with institutions like FAMU. We understand the unique challenges and opportunities within this sector, and we are deeply committed to identifying candidates who will lead with vision, integrity, and a deep respect for the mission of FAMU.

This letter and the enclosed materials provide information on our firm, search process, proposed team, relevant experience, and fee structure.

About the Firm

40+

Years of experience.

80%

Of our searches are for returning clients.

250+

Professionals serving mission-driven organizations nationally and internationally.

72%

Of our placements in 2023 identified as women or were people of color.

Isaacson, Miller (IM) recruits transformational leaders with a proven record of excellence, integrity, and impact. Founded in 1982, we have four decades of experience partnering with organizations that advance the public good. Today, IM is an employee-owned corporation with approximately 250 employees who bring a deep commitment to civic-sector leadership. We span the country with offices in Boston, Los Angeles, Philadelphia, San Francisco, and Washington, DC. We conduct approximately 500 executive searches a year and have successfully completed nearly 10,000 throughout our history. With more than half our work devoted to university and college leadership, we believe we have the nation's largest and most diverse practice in higher education, across both academic administration and functional leadership positions.

Our Differentiators

For over 40 years, we have partnered with clients to solve their most demanding leadership challenges, building outstanding teams to shape the future. We are one of the most highly regarded firms serving higher education, healthcare and academic medicine, and the full range of non-profit organizations. IM differentiates itself in several important ways:



Field Expertise

Isaacson, Miller consultants are experts in their field and bring tailored, integrated, and deep experience to each engagement. Our broad and nuanced understanding of the structure of our client organizations and the markets in which our clients operate is the foundation for the strategic counsel we provide throughout the search process and beyond.



Market Position

We are a leading firm in executive search. Our premier reputation coupled with our vast networks yields high levels of candidate engagement and excellent pools for client selection.



Partnership

We view our engagement with clients as a partnership. Working alongside our clients as one team, we become deeply engaged in understanding aspirations for the future, culture, challenges, and opportunities. Reflective of the services we deliver and the relationships we build, nearly 80% of our searches are for clients who return to us after being pleased with past results.

Our relationships with our candidates are equally as important as our relationships with clients. We are well known for treating people with care and honesty. Countless unselected candidates in our searches return to IM as clients because of their regard for the firm's integrity and respectful approach.



Process

Having led nearly 10,000 searches since our founding, we have mastered the delivery of a meticulous, disciplined, yet adaptable search process. We are committed to a high-touch, personal approach without regard to effort expended.



Our Foundational Commitment to EDI

Our commitment to equity, diversity, and inclusion was fundamental to the creation of the firm and continues today as the bedrock of our values and culture. We contribute to increasingly diverse leadership in our client organizations; in 2023, 72% of our placements identified as women or were people of color.

Candidate Due Diligence



Our referencing process is unparalleled and consistently lauded by our clients. Our dedicated reference specialists probe thoroughly for potential areas of concern. We conduct extensive interviews to get a 360-degree view of the candidate, asking questions focused on key themes related to success in the role and vetting important areas that could be disqualifying. For each finalist in a search, we go off-list, pursuing reference interviews with individuals beyond their reference list.



Honesty and Integrity

We are honest and transparent, and we do the right thing. We present highly qualified and diverse pools of candidates, we provide strategic guidance and direction, and we are respectful of our clients' choices. We do not push candidates when our clients express a desire to move in another direction. We champion excellence and honesty and expect the same of ourselves.

Our Experience

IM's higher education search practice has a particular focus on the recruitment of presidents and chancellors. We have a successful track record of identifying people who combine strong management capacity, powerful communication skills, and a compelling vision and commitment to the educational mission. Recruiting a new president, especially in a time of great uncertainty, can be a cause of trepidation among board members, campus constituents, and philanthropic donors. It can also be a wonderful moment to reflect on the past, assess the present, and set forth aspirations for the future. We have the background and experience to help you navigate this transitional moment.

Today, all college and university revenue streams are competitive. Students and their families are increasingly sensitive to tuition and financial aid, making tuition discounts the largest part of many college budgets and tuition increases more challenging. Potential students and their families seek institutions that integrate curricular and intellectual breadth with a real commitment to career preparation, especially as the economy becomes more knowledge intensive and more competitive. At the same time, presidents must balance financial savvy, economic stewardship, and priority setting with a firm commitment to shared governance. These conditions make the position of college or university president one of the most demanding and complex leadership roles among comparably sized organizations in the public, private, and non-profit sectors.

We believe we are well poised to undertake this search for a new President of FAMU. Having successfully served several public and private HBCUs on recent presidential searches, we come to this project with active networks, knowledge, and experience that are directly relevant to a rapid and successful completion of this search. From our prior experience, we have gained a deep understanding of the challenges that many public HBCUs face—growing pressures of enrollment, student financial accommodation, campus maintenance, increasing student success, renovation and construction, curriculum development and reform, and vacillating state allocations and philanthropic contributions. Furthermore, we are experienced in recruiting skilled leaders to overcome these obstacles.

We have built our networks across all of the tiers and sectors in the field—public and private, HBCUs, the Thurgood Marshall College Fund and UNCF institutions, PWIs and faith-based institutions—across the full geographic range of the country and in critical allied fields. We have made a particular effort to recruit candidates from unexpected pathways—including corporate executives and government officials, and they have made a genuine contribution.

We have recruited presidents/chancellors and/or provosts for several liberal arts, comprehensive, and research HBCUs, including most recently Clark Atlanta University, Dillard University, Elizabeth City State University, Howard University, Lincoln University of Missouri, Morehouse College, Savannah State University, Spelman College, Tuskegee University, University of Virgin Islands, Virginia State University, Virginia Union University, and Xavier University of Louisiana. We understand, respect, and celebrate the valuable and important role of HBCUs in the American higher education landscape.

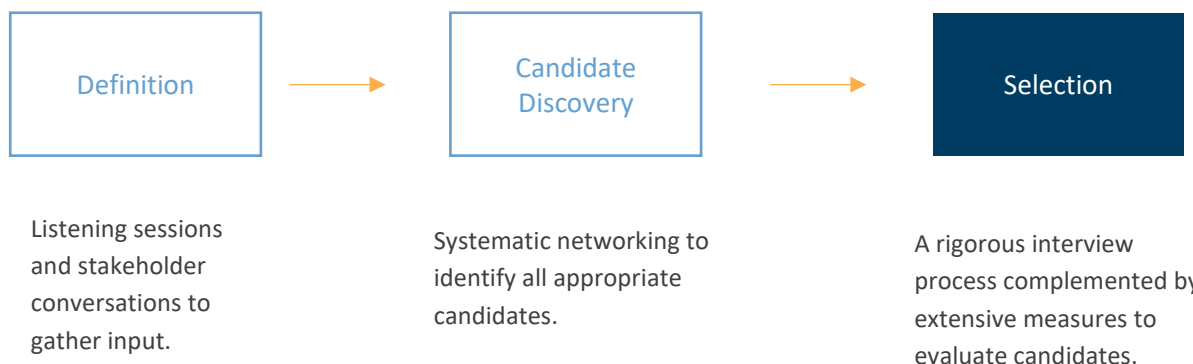
As a result of our work spanning the full spectrum of higher education institutions, we have developed a profound appreciation for the increasing complexity of these positions and a deep understanding of leadership qualities most desired by search committees. Below, we present a list of IM's recent HBCU presidential searches. Additionally, we have enclosed a comprehensive list of our searches for presidents and chancellors in the past five years, as well as our work with HBCUs.

In the past decade, we have successfully served 14 HBCUs in presidential searches:

Organization	Placement	Year
Clark Atlanta University	Dr. George French	2017
Dillard University	Dr. Rochelle Ford	2022
Elizabeth City State University	Dr. Karrie Dixon	2019
Howard University	Dr. Wayne Frederick	2014
	Dr. Ben Vinson	2023
Johnson C. Smith University	Clarence Armbrister, JD	2017
Lincoln University of Missouri	Dr. Jerald Woolfolk	2018
Morehouse College	Dr. David Thomas	2017; current
Savannah State University	Kimberly Ballard Washington, JD	2021
Spelman College	Dr. Mary Schmidt Campbell	2016
Tuskegee University	Dr. Lily McNair	2018
University of the Virgin Islands	Dr. Safiya George	2024
Virginia State University	Dr. Makola Abdullah	2016
Virginia Union University	Dr. Hakim Lucas	2018
Xavier University of Louisiana	Dr. Reynold Verret	2015

Search Process

IM provides high-touch client service, delivered by professional and carefully managed teams dedicated to each search. Over thousands of searches, we have honed a disciplined approach that ensures quality and keeps the process on track. Our process is straightforward and adaptable to meet your specific needs; we typically follow the steps below.



Definition | We begin every search by learning our clients' culture, strategic goals, and values. We will join you for listening sessions and arrange individual meetings with key stakeholders. These meetings help build confidence in the search process, giving those who are not on the search committee an opportunity to share their aspirations and concerns for the new leader. We define measures of success through these listening sessions and translate our understanding of the search into a thorough, compelling position profile that offers a persuasive case for the institution, makes explicit the hard work new leadership must undertake, and conveys mission, strategy, and culture. Both clients and candidates appreciate the clarity of our presentation and the nuances that we convey as we describe the search orally and in writing.

Candidate Discovery | Building a qualified and diverse candidate pool requires judgment, creativity, and experience. We systematically and broadly recruit the most accomplished, passionate, and distinguished leaders to advance our clients' missions. We use our proprietary database that contains nearly 700,000 people records and conduct extensive outreach to identify a strong pool of candidates. Our team will tap our vast networks to recruit excellent candidates, including, and especially, those who are not actively seeking a new position. We will also work hard with you to galvanize the natural networks of the organization.

Through a rigorous interview process, we learn in detail about a person's career motivations, track record of accomplishments, discoveries from mistakes, and long-term aspirations. We then test our hypotheses through intensive research. Finally, we assess our candidates' capacity to address the challenges and opportunities of the role under consideration.

Selection | We help our clients prepare for semi-finalist and finalist interviews, providing written and oral guidance on both the substance and logistics of the interview process. When finalists are invited for the last round of interviews, we ensure that candidates and clients complete their learning about one another. The IM interview process is complemented by extensive measures to mitigate risk, which includes on- and off-list referencing, background checks, media and public records checks, and credential verifications, among other due diligence. Specialized and dedicated reference professionals conduct at least six thorough references on the finalists. Our method relies on direct, contextualized conversations to determine with confidence the candidate's ability to advance our client's mission.

IM provides clients with an outstanding, well-matched set of candidates, and for this reason, the final choice can be complex. We remain active partners throughout this phase of the search helping our client make a well-informed decision. While the final decision belongs to our client, we make recommendations as appropriate. We also stay in close contact with our finalists to facilitate concluding conversations. Although we do not provide legal advice, we help our clients think through compensation packages and advise on relocation and family considerations. Our goal is to assist our clients in making the best hire possible.

Assessing Candidates

We evaluate and assess candidates throughout each search in a number of ways:

Interviews with IM | Beyond the initial screening and assessment of individuals expressing initial interest in the role, IM conducts thorough biographical video interviews with all credible candidates, tracing the candidate's career and the measures of success they have achieved in each role, comparing their success to the challenges in the position profile. We report the results of our interviews to you.

Candidate Evaluation Rubrics | IM develops a tailored candidate evaluation rubric for each search, drawn directly from the challenges and qualifications as articulated in the position profile. The IM search team uses this rubric when presenting candidates to our clients, and in turn requests that the search committee use the rubric when reviewing and evaluating each candidate presented. We find that the use of a qualitative rubric based on the position profile facilitates a more equitable and objective evaluation of candidates.

Reference Interviews | IM believes that references are just as important as, and often more important than, someone's performance in a series of interviews. We do not solicit letters of reference; instead, we speak directly with people who know the candidate well, covering the course of the candidate's career with supervisors, peers, and subordinates. We speak with people who have been suggested to us by each candidate and with "off-list" references, who help to reinforce or refute the picture of the candidate we and our client have built to that point.

Public Profile Research | Our research team conducts public profile research on all candidates under serious consideration. The team employs news databases and search engines to examine materials that are publicly available for candidates and then conducts a more thorough search through Google to vet semi-finalist candidates. The team also specifically employs a search string of derogatory terms designed to look for particular instances of problematic behavior.

Background Checks | We conduct academic and criminal background checks on all finalists. We also research their media and social media presence. We use an outside vendor, Accurate, to perform background checks in two phases. The first phase includes an education, employment, and professional license verification (where applicable). The second phase check is run only on those that receive a contingent offer of employment; this check includes a criminal check (county, state-when available, and federal), social security trace, and an optional employment credit report. Should you be interested in arranging for additional background checks through your own vendor or directly with ours, we can help to facilitate this with our candidates.

Building a Deep and Inclusive Candidate Pool

IM holds a fundamental institutional commitment to equity, diversity, and inclusion (EDI). We have a broad and nuanced understanding of issues related to diversity, identity, and intersectionality, which is inclusive of but not limited to race, gender, sexual orientation, age, national origin, religion, disability, socioeconomic status, education, marital status, and veteran status. We have become well-known for our founding commitment and success in recruiting highly qualified candidates from a wide variety of backgrounds—particularly women and people of color—to senior leadership positions, often for the first time in an organization's history. In 2023, 55% of our placements identified as women, and 37% were people of color.

55%
Women Placements

37%
POC Placements

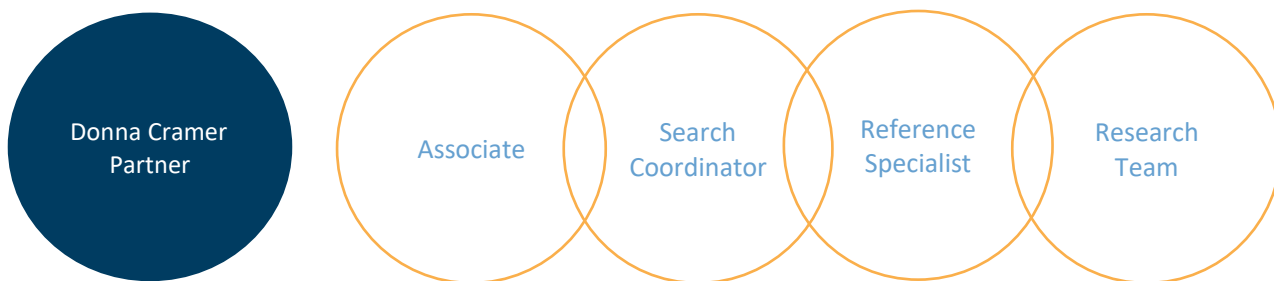
The single most important success factor in this endeavor is making a significant up-front investment of time to brainstorm, research, and identify a broad set of potential candidates. We develop a networking strategy that prioritizes reaching out to multiple networks, ensuring access to excellent candidates with diverse backgrounds, to identify highly qualified individuals; those with whom we have built relationships over time know that our commitment to diversity and inclusion is real and sustained. Consistent effort—raising diversity in all sourcing conversations and thinking creatively and expansively about various types of institutions and leadership roles—ensures that the committee reviews a truly diverse pool of candidates.

We are proud of our record, which includes the appointment of many candidates who have broken ceilings or barriers related to gender, race, or sexual orientation at their institutions. With every search, we expand our facility to identify highly qualified individuals from diverse populations and deliver on our client's commitment to the field. This includes:

- Developing a position profile that is free of bias and addresses the acceptable, as well as preferred, qualifications for the position, using “preferred” as much as possible to create an open and inclusive set of criteria.
- Articulating our client's commitment to equity, diversity, and inclusion in communications to signal that the process is fair and equitable, the institutional dedication is genuine, and the climate is welcoming, particularly to individuals from diverse populations.
- Ensuring that a tailored and targeted research strategy is developed and emphasizes diversity of candidate backgrounds and profiles.
- Networking with associations and affinity groups focused on diversity.
- Sourcing a diverse network of leaders, as well as tapping into the numerous searches the firm has conducted for minority-serving institutions.

- Where appropriate, advertising in targeted publications and extending our outreach through postings on relevant websites, listservs, and targeted email lists.
- Encouraging candidates in their application/letter of interest and throughout the interview process to outline their experience, commitment, and results in the areas of equity, diversity, and inclusion as they relate to the institutional diversity goals of the organization.
- Assessing our efforts at the conclusion of each search and asking ourselves where we must focus our continued learning.

Your IM Team



If selected to partner with you, Donna Cramer would lead this search on behalf of IM, working with you on all phases of the search—formulating a clear and compelling case statement, creating an efficient and tailored search strategy, evaluating candidates, and providing thoughtful counsel throughout.

The complete search team, tailored by expertise, will include an experienced associate to assist with candidate outreach, a search coordinator to provide logistical support, a dedicated research specialist to help develop our target list, and a reference specialist to conduct on- and off-list reference interviews. Donna's professional biography is below.

Donna Cramer | Partner



Since joining Isaacson, Miller, Donna has recruited executives for a wide range of the firm's clients in higher education, human services, community and economic development, advocacy, and foundations. During her tenure at the firm, she has spearheaded our focused work in Diversity, Equity, and Inclusion. Her higher education experience encompasses searches for presidents, provosts, deans, chief diversity officers and administrators for large public and private university systems, HBCUs, small liberal arts colleges, and community colleges.

The depth and breadth of Donna's experience provides clients with a distinctive and seasoned perspective on determining their needs and identifying people who can meet the challenges they are facing. Donna's relevant president searches include Clark Atlanta University,

Dillard University, Lincoln University of Missouri, Savannah State University, Virginia Union University, and the University of the Virgin Islands.

Prior to joining Isaacson, Miller, Donna worked with Jane C. Edmonds & Associates, Inc., a Boston-based boutique human resources consulting firm, where she recruited executives in the for-profit sector. She currently serves as board chair of Nuestra Comunidad Development Corporation and works with several women's and neighborhood civic organizations. Additionally, Donna is an active member of Delta Sigma Theta Sorority, Incorporated, which provides opportunities to give back to her community in meaningful ways.

Education

- BS, Northeastern University

Proposed Timeline

At the outset of the search, we will work with you to develop a schedule that meets your requirements and has a high probability of success.

We expect a search like this to take approximately 24 weeks. The definition phase typically lasts three weeks and includes stakeholder interviews and time to develop the position profile. We recommend ten weeks for networking during which we develop a high-quality, robust pool of candidates with a diversity of backgrounds and professional experiences. Finally, the selection phase typically spans nine weeks and includes finalist interviews, selection, negotiation, and acceptance.

Florida A&M University, President

The length of the definition and selection phases are especially affected by the number of constituencies included, the size and complexity of the organization, and its traditional process for making significant strategic decisions. The remainder of the time required for the search is largely driven by candidate and decision-maker schedules. We have enclosed a sample timeline and work plan for your review.

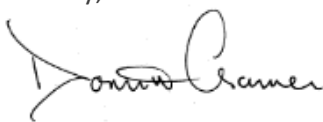
Fee Structure

Isaacson, Miller works for clients on a retainer basis. Our fee is one-third of the hired candidate's first-year's earned compensation. The minimum fee for this search is \$75,000. We charge 11% of the retainer to cover indirect expenses.

Concluding Thoughts

For more than 40 years, IM has formulated, developed, and tested ideas about what makes a strong, visionary, and effective leader and how to run an inclusive process to identify the best match for our clients' needs. We believe that Florida A&M University has a distinctive and important story to tell, and we would represent you faithfully and persuasively. Thank you again for inviting Isaacson, Miller to submit this proposal. We would be pleased to provide additional information and look forward to the opportunity for further discussion.

Sincerely,



Donna Cramer | Partner

617-933-1803 | DCramer@IMSearch.com

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Chancellor

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President

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Atlanta, GA

President

Clarkson University

Potsdam, NY

President

College of the Holy Cross

Worcester, MA

President

Community College of Aurora

Denver, CO

President

Community College of Denver

Denver, CO

President

DePaul University

Chicago, IL

President

Dillard University

New Orleans, LA

President

Front Range Community College

Westminster, CO

President

Goucher College

Baltimore, MD

President

Grinnell College

Grinnell, IA

President

Hamilton College

Clinton, NY

President

Hobart and William Smith Colleges

Geneva, NY

President

Hollins University

Roanoke, VA

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President

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New York, NY

President

Illinois Institute of Technology

Chicago, IL

President

Indiana University Indianapolis

Indianapolis, IN

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Lehigh University

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President

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Center Shreveport**

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Chancellor

Louisiana State University Shreveport

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The New School

New York, NY
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New York University

New York, NY
President

Northwestern University

Evanston, IL
President

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The Ohio State University

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Executive Vice President and Chief
Executive Officer, Wexner Medical Center
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Denver, CO
President

Rhode Island School of Design

Providence, RI
President

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Bristol, RI
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Roxbury Community College

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President

Rush University Medical College

Chicago, IL
Dean, and Senior Vice President, Rush
University Medical Center

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Savannah State University

Savannah, GA
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Chicago, IL
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Austin, TX
President

St. John's College

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President

St. Lawrence University

Canton, NY
President

State University of New York System

Albany, NY
Chancellor

Stony Brook University

Stony Brook, NY
President

Suffolk County Community College

Selden, NY
President

Towson University

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President

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Lexington, KY
President

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Medford, MA
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The Universities at Shady Grove

Rockville, MD
Executive Director, and Associate Vice
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University System of Maryland

University of California, Irvine Health

Orange, CA
Chief Executive Officer

University of California, Merced

Merced, CA
Chancellor

University of California, Santa Cruz

Santa Cruz, CA
Chancellor

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University of Maryland, Baltimore County

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Chancellor

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Los Lunas, NM

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University of Wisconsin-Whitewater

Whitewater, WI

Chancellor

University System of Maryland at Southern Maryland

California, MD

Executive Director

Virginia Commonwealth University

Richmond, VA

Senior Vice President for Health Sciences
and Chief Executive Officer, VCU Health
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Los Angeles, CA

Dean and Professor of Public Health

Charles R. Drew University of Medicine and Science, Dymally School of Nursing

Los Angeles, CA

Dean (Founding)

Clark Atlanta University

Atlanta, GA

President

Provost and Vice President for Academic Affairs

Vice President and Chief Information Officer

Vice President of Student Affairs

Dillard University

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President

Elizabeth City State University

Elizabeth City, NC

Chancellor

Fisk University

Nashville, TN

President

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Tallahassee, FL

Dean

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Washington, DC

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Senior Vice President and Chief Financial Officer

Vice President for Development and Alumni Relations

Johnson C. Smith University

Charlotte, NC

President

Senior Vice President, Transformation Initiatives

Johnson C. Smith University, College of Business and Professional Studies

Charlotte, NC

Dean (Inaugural)

Johnson C. Smith University, College of STEM

Charlotte, NC

Dean

Kentucky State University

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Lincoln University of Missouri

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President

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President

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Chief Information Officer

Savannah State University

Savannah, GA

President

Spelman College

Atlanta, GA

Chief Information Officer

President

Provost and Vice President for Academic
Affairs

Vice President for Institutional
Advancement

Tougaloo College

Tougaloo, MS

President

Tuskegee University

Tuskegee, AL

Chief Financial Officer

President

Provost

Vice President for Advancement

University of the Virgin Islands

St. Thomas, VI

President

Sokoloff Distinguished Professor of
Entrepreneurship

Virginia State University

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President

Virginia Union University

Richmond, VA

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**Virginia Union University, School of Arts and
Sciences**

Richmond, VA

Dean

**Virginia Union University, Sydney Lewis School
of Business**

Richmond, VA

Dean

**Virginia Union University, Syphax School of
Education**

Richmond, VA

Dean

**Virginia Union University, The Samuel DeWitt
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Richmond, VA

Dean

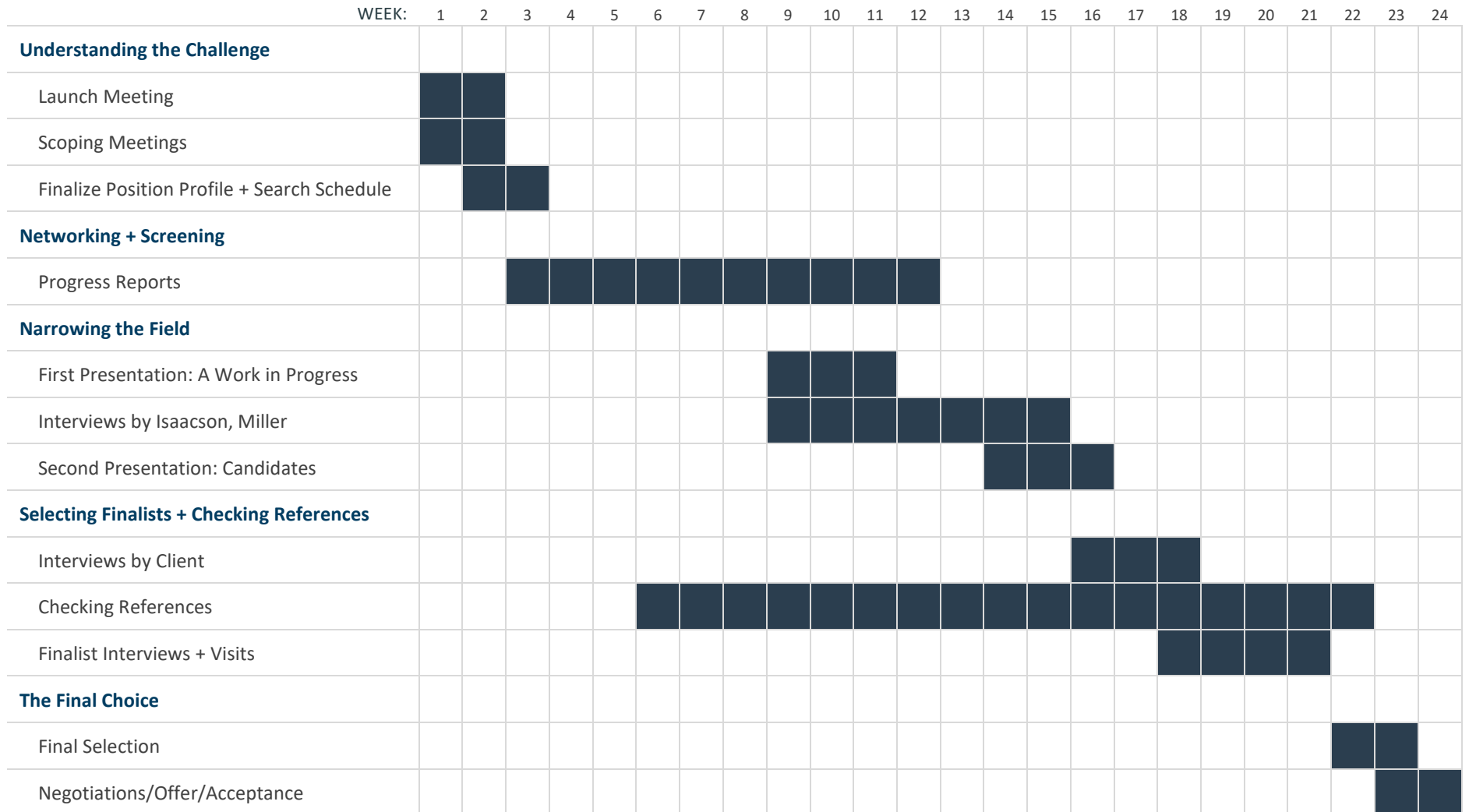
Xavier University of Louisiana

New Orleans, LA

President

Sample Search Timeline

This chart illustrates the approximate pace of a typical search. We will develop with you a specific timeline for your search.



Sample Search Work Plan

Understanding the Challenge

Dates

Launch Meeting

Review search process and timeline. Schedule dates for future meetings. Discuss challenges, opportunities, and objectives. Begin developing a profile of the ideal candidate.

Scoping Meetings

IM meets with key internal and external stakeholders, as recommended by the client.

Finalize Position Profile and Search Schedule

Final approval of the public document. Confirm the search schedule. Distribute preliminary lists of applicants and nominees. Solicit suggestions of sources and candidates.

Networking + Screening of Prospective Candidates

Progress Reports

Regular reports to the search chair on the progress of the search, input from search committee including additional suggestions of sources and candidates.

Narrowing the Field

First Presentation | A Work in Progress

Presentation of active prospects and preliminary candidates to the search committee. This is an opportunity to share insights gleaned from initial networking and to review models for the ideal candidate.

Interviews by Isaacson, Miller

IM interviews candidates and notes impressions and recommendations for search committee in preparation for second presentation.

Second Presentation | Candidates

Presentation of full candidate pool to the search committee, who decides on pool of candidates to interview.

Selecting Finalists + Checking References

Semi-finalist Interviews (by Client)

Search committee interviews candidates and selects finalists. Typically takes two full days.

Checking References

IM conducts extensive references on each candidate and reports findings to the decision-maker(s).

Finalist Interviews + Visits

Client arranges meetings for the finalists with senior staff and a second round of interviews with the search committee (typically 3-4 candidates).

The Final Choice

Final Selection

Search committee reviews references, evaluation materials and selects its preferred candidate.

Negotiations, Offer + Acceptance

IM helps, as appropriate, with the transition of candidate to employee.

Fees and Expenses

Professional Fees | Isaacson, Miller works for clients on a retainer basis. Our fee for this search is one-third of the hired candidate's first-year earned compensation. The minimum fee for this search is \$75,000. Compensation includes salary, special deferred executive compensation, signing and performance bonuses—but not contributions to federally qualified pension plans that are available to all employees. We bill our retainer monthly in three equal installments based on an estimate at the start of the search and make any necessary adjustments at the conclusion. Retainers are billed at the time the search begins and at 30 and 60 days.

If, during the course of a search, we introduce a person who is hired for another position within 12 months of the closing of the original search, we will bill a separate fee of 25% of the first year's earned compensation.

If you choose to terminate or discontinue our relationship at any time, your obligation to us would be limited to all fees invoiced and all reimbursable expenses incurred through the date of termination. If there is a significant change in the scope of the search or the agreed upon role definition, if the search is placed on hold by you for more than 60 days or if the search has not resulted in a hire within one year of start date, we will consider this contract terminated and a revised contract with adjusted fees, if necessary, will be negotiated. Our fees are non-contingent and non-refundable.

Expenses | We incur two types of reimbursable expenses: direct and indirect. Direct expenses include advertising and the actual costs of candidate and consultant travel, meals, and lodging associated with the interviewing and selection process and with visits to the client. These expenses are billed separately on the last day of each month and are due within 30 days of billing date.

Indirect expenses cover the administrative support costs to serve our clients well. They include communications and web portal applications, postage and courier deliveries, printing and production, public profile research, references and background checks, and usage of IM's proprietary database Searchlink. We charge 11% of the retainer to cover indirect expenses and include this with the billing of our three retainers. Original receipts are not available for indirect expenses.

Guarantee | If you hire a candidate whom we have evaluated and recommended, and, if within one (1) year from the hired person's employment start date, you choose to terminate the person for any reason (excepting disability, change of ownership, or organizational realignment), or the person leaves for any reason (excepting death, disability, change of ownership, or organizational realignment), then we will reopen the search and replace the person for no additional professional fee, provided that the new search commences within three (3) months of the employment termination date, unless we mutually agree on a later re-launch date. You will be responsible only for ordinary reimbursable expenses and an additional 11% of the original fee to cover additional indirect expenses.

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