The process and methodology we would utilize in searches is as follows:

**Define Objectives and Specifications:**

- **Understand the mission and goals of Oklahoma State University.** It is essential that we devote meaningful time with our clients at the beginning of every assignment, even those organizations with whom we have worked for many years. We must have a clear understanding of the client’s needs and requirements in order to represent the organization and market the search.

- **Develop a position specification.** An agreed-upon written position is finalized early in the search process and is used extensively throughout the search with individuals who are sources of information as well as with prospective candidates.

**Identify and Assess Candidates:**

- **Original research and candidate identification.** We begin every search with original research. Even though we have been in contact with many thousands of individuals over the years and maintain an extensive database, we insist upon fresh, creative research early in an engagement in order to guarantee that we have current, thorough, and deep information regarding the discipline for which we are recruiting. Every search has its own identity, and our customized research and outreach to the marketplace reflects the specific needs of the client organization.

- **Ensure qualified and diverse candidates.** Our search process is proactive and inclusive, not exclusive. Our firm is committed to the goal of equal employment opportunity as established by various federal and state laws and regulations. As such, we will not discriminate against any individual for employment because of race, religion, age, sex, national origin, sexual orientation, disability, or veteran status. We contact a large number of people as both potential candidates and sources of information to ensure that we target and develop the best possible candidates. We ensure confidentiality for each candidate until the time when we must release a final group to the media and/or begin checking references.

- **Candidate assessment.** We obtain an understanding of the accomplishments, capabilities, strengths and weaknesses, and potential for advancement for each candidate through resume review, telephone screens, and personal interviews.

**Candidate Presentation:**

- **Present best qualified candidates to the organization.** In addition to the application materials submitted by the candidate, we prepare an appraisal report describing the experiences and qualification of each candidate through written and/or oral reviews by the search consultant. Our candidate presentation is most often via a confidential website which is accessible by members of the client organization whose access to that information has been approved. The
maintenance of confidentiality throughout the search process is required and is insured through this private website.

**Candidate Follow-up:**

- **Recruit the preferred candidate.** We are very involved in working with the client in concluding the search process, including salary and benefit negotiations, when appropriate.
- **Ongoing follow-up with successful candidate.** We maintain close contact with successfully placed candidates, including quarterly telephone conversations to ensure a smooth transition.

**Additional Services:**

- **Conduct reference checks on final candidates.** We speak directly with individuals who are in positions to evaluate the candidate’s performance in recent years, references that will include both those supplied by the individual, as well as additional reference contacts.
- **Verify candidate credentials and backgrounds.** We assess each candidate presented in order to assist the hiring authority in the evaluation of credentials. With the approval of the candidates, it is our practice to confirm degrees, conduct credit and criminal checks, and conduct media reviews researching all articles in which the candidates are mentioned. We also review all biographical information and ask each candidate to sign a statement of accuracy.

Our firm has been enormously successful in the identification of women and minority candidates. The identification of under-represented individuals is one of the highest priorities of our firm, and we are pleased that we have very tangible results to confirm that commitment. We have a strong commitment to diversity and identifying not just underrepresented candidates, but individuals who would promote an inclusive, respectful, and welcoming environment at Oklahoma State University.