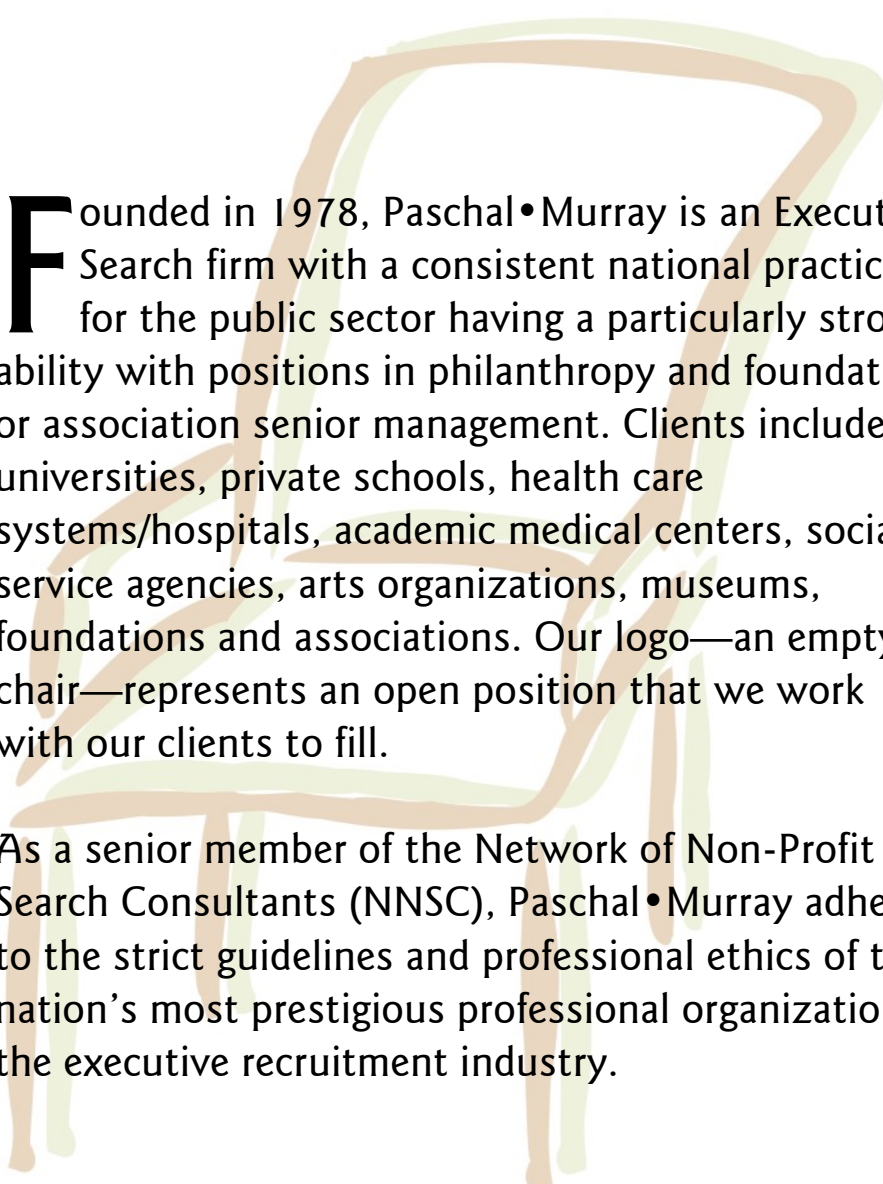


Paschal•Murray

EXECUTIVE SEARCH



Founded in 1978, Paschal•Murray is an Executive Search firm with a consistent national practice for the public sector having a particularly strong ability with positions in philanthropy and foundation or association senior management. Clients include universities, private schools, health care systems/hospitals, academic medical centers, social service agencies, arts organizations, museums, foundations and associations. Our logo—an empty chair—represents an open position that we work with our clients to fill.

As a senior member of the Network of Non-Profit Search Consultants (NNSC), Paschal•Murray adheres to the strict guidelines and professional ethics of the nation's most prestigious professional organization of the executive recruitment industry.

The Firm

Paschal Murray, Inc. is a specialized executive search firm with corporate offices in San Diego, California. The main production office is located in Wilmington, North Carolina and staff offices in Fort Myers and Miami, Florida. The firm assists management in identifying and hiring outstanding professionals in fundraising, non-profit management, and other organizational advancement titles. The firm has been in operation since 1978 and clients are located throughout the United States.

Our many years of experience; our commitment to excellence; plus, our extensive contacts have resulted in successfully placing top-level executives in hundreds of institutions and organizations. We take pride in the leadership these professionals have contributed to their employers over the years, creating financial support for the non-profit sector.

Our diversity of clients includes universities, academic medical centers, hospitals and health systems, research institutions, fine and applied arts organizations, private independent schools, museums, religious organizations, professional associations, and a variety of social service agencies. All of our search contracts are for positions in philanthropy and non-profit senior management. Most searches are for Foundation and Association Presidents, Chief Executive Officers, Executive Directors, Chief Advancement Officers, Vice Presidents, Vice Chancellors, and Directors of Development. We also place senior and mid-level Planned Giving Officers, Major, and Leadership Gifts Officers, Corporate and Foundation Giving Directors, Capital Campaign Directors, and university Alumni Executives.

Paschal • Murray is committed to finding the talented individuals that match the culture of our client organization. We maintain the largest and most extensive database of active professionals in our specialty field and we are proud of the fact that while we are technologically superior in the recruitment industry, we fully realize that hard work is the mainstay for our success. We track the “stars” and we know their past and present successes and failures. Our senior staff is extremely active in national organizations and they remain in constant contact with the acknowledged leaders involved with institutional advancement. We take particular pride in our reference reports, which are distinguished in the industry. We bring our clients top choices for selection, and provide counsel through the hiring and contract negotiation. A hallmark of our firm is the fact that our CEO is personally involved with each search and is a master at interviewing potential candidates in an effort to determine actual skill and personal character.

Paschal • Murray is only involved in Executive Search and staffing consultation. Our entire focus is helping our clients fill “empty chairs.” That is what we do and it is all that we do. We think you will enjoy working with us as we provide personal attention to our clients and we consciously focus on getting the job done.

The Leadership

Colette M. Murray, J.D., CFRE, CEO and Senior Search

Consultant. Ms. Murray has a professional record of over thirty-five years in senior-level advancement at major education and health institutions throughout America. Colette began her professional career as a criminal defense attorney. Not long after, she was recruited to serve as the first legal counsel for the UC Berkeley campus. She initiated her advancement career as first the first woman Executive Director of the Cal Alumni Association. She has served as the senior advancement executive at UC Santa Cruz, University of Louisville, Texas Tech University, Henry Ford Health System, and Sharp HealthCare. Administrative responsibilities for these organizations have primarily included Philanthropy and Alumni Affairs.



Ms. Murray has a long history in leadership positions with professional philanthropic organizations. She is the only professional in history to serve as board chair of both the Association of Fundraising Professionals (AFP), an international organization with over 30,000 members and Council for the Advancement & Support of Education (CASE). She received the nationally acclaimed Rev. Theodore M. Hesburgh Award for her leadership as a CASE Trustee. Colette was a member of the board of the Association of Healthcare Philanthropy (AHP) Foundation. She is past president of the Health Systems Development Network of AHP and she is a past member of the AHP Board of Directors. She has had a long and active role as member and chair of the AFP Ethics Committee and has led numerous workshops on ethical issues and case studies on ethics in philanthropy.

Ms. Murray has been on the faculty for dozens of CASE, AFP and AHP conferences and has also taught fundraising management at Texas Tech University, Wayne State University and UC San Diego. Ms. Murray is a graduate of the University of California, Berkeley and has a law degree from the University of San Francisco. Ms. Murray has been, a certified fundraising executive (CFRE) for the past thirty years.

Ms. Murray is an alumnus of Leadership America, Leadership Texas, Leadership California, and LEAD San Diego. She was President of San Diego Breakfast Rotary in 2000–2001. She is founding board member of the Desert Cities Chapter of AFP.

As CEO of Paschal Murray, Inc., Ms. Murray oversees a distinguished and varied staff of professionals and support personnel. Her goal for Paschal • Murray is to remain the most dedicated and ethical executive search firm in the nation and provide clients with exceptional personal services. No living person has personally managed more executive search projects for positions in philanthropy than Colette Murray (currently 605 projects).

Key Staff

Beau Cummings, Executive Vice President & Senior Search Consultant

Mr. Cummings works from our Wilmington, North Carolina offices where he oversees recruitment efforts and business development. Mr. Cummings works closely with our CEO to ensure clients receive the unrivaled customer service they have come to expect.

Beau has a passion for people and subscribes to the philosophy that a successful fundraising enterprise must be rooted in genuine relationships; the donor and the organization must be partners. As the leader of the fundraising initiative for the Cameron School of Business at the University of North Carolina, Wilmington, he was part of unprecedented and record setting fundraising successes for the university's business school. As part of University Advancement, Beau has served on and chaired dozens of successful search committees that led to the expansion of a growing development team. Beau's experience encompasses campaign readiness, developing a case for support, identifying strategic priorities, donor relations, data analytics, development metrics, annual giving, planned giving, solicitation and a complete understanding of the individual skill sets and components needed to build a sustainable philanthropic giving program.

Beau earned his Bachelor of Arts degree in Marketing from Marshall University; his Master of Business Administration was received from the University of North Carolina Wilmington where he is also pursuing his Master's Degree in Finance and Investment Management. Beau began his career in sales and marketing before joining the Advancement Division at the University of North Carolina Wilmington—where he spent 12 years as a fundraising professional specializing in Major Gifts.

Beau is a member of Association for Healthcare Philanthropy, the Association of Fundraising Professionals and is an active member of the Council for Advancement & Support of Education (CASE) where he has participated in both domestic and international conferences to further his understanding of the philanthropic environment in which our clients operate. Beau is active in the community and believes in giving back as much as possible, he is a member of the Wilmington Kiwanis Club where he served on the Board of Directors from 2016–2018 and he currently serves as the President for the Wilmington Investors Roundtable where he has served on the Board of Governors since 2016.

As Executive Vice President Beau works with a team of qualified individuals who are committed to upholding the ethical principles that have established Paschal • Murray as a recognized leader assisting public sector organizations recruit talented professionals for positions in organizational advancement.

Richard A. Murray, Finance Officer & Search Consultant

Mr. Murray is responsible for financial matters, manages support staff and assists those who work as a team on each search project. In addition to search consulting assignments, he assists and advises on business matters and technical aspects related to web research and database management. Dick has been involved in over 600 search projects that include candidate recruitment and the entire search process.

Richard has spent much of his professional life in higher education as a professor at University of California, Santa Cruz and at Fresno State University. Prior to the purchase of the firm, Dick worked as a consultant to non-profit organizations in the Detroit area, Washington, DC, and in San Diego where he provided clients assistance in the training of office staff with computer system programs and applications. Dick wrote several custom donor records database management systems, guided clients through the conversion process when new database systems emerged, and worked on team building concepts to make the fundraising process efficient and effective.

With Paschal•Murray, Dick wrote the software that drives the business and developed all the business tools to make the corporation effective. This would include the development of search database tools, overseeing the implementation of remote access capabilities through the installation of Citrix XenApp technologies, and the first international search firm to have a systems approach to the handheld e-mail device.

Mr. Murray advises on company advertising, promotions, and sponsorship activities. He writes copy and creates graphic images for final form publications and he assists with the maintenance of the company Web site.

Erin W. Cummings, Vice President of Operations & Search Consultant

Ms. Cummings works out of our Wilmington, North Carolina offices where she regularly coordinates with Paschal•Murray clients to ensure a smooth search process. Erin is committed to quality, anticipating customer needs and exceeding expectations. She is involved in all aspects of each search and manages assigned search projects. She also provides continuous updates related to candidate screening, position announcements, scheduling, candidate summaries, and final reports; each organized to meet the specific needs of our individual clients. Erin has a direct responsibility for all operations including staff assignments, employee development and guidance.

Erin's career has been devoted to the nonprofit industry including over ten years in higher education where she worked closely with faculty and administration while managing research operations on several grants for the Department of Defense, the National Oceanic and Atmospheric Administration and the U.S. Fish and Wildlife Service. She has published several articles in peer reviewed journals and has consulted on training operations for the North Carolina public safety sector. Erin earned her Bachelor of Science degree in Marine

Biology and Master of Arts in Environmental Studies—both from the University of North Carolina Wilmington.

Erin's attention to detail and organizational excellence provides an experience of customer delight that has become synonymous with Paschal•Murray, Executive Search for Philanthropy.

Melaney Nelson, Director of Project Operations

Melaney works from the Wilmington, North Carolina office and oversees all search projects relative to candidate processing and scheduling. Mel is in constant contact with Colette Murray as candidates are identified. Melaney also manages our database of individuals working in institutional advancement and performs research requirements as needed. She directs the research assignments associated with professionals who work in the non-profit sector and updates records on the company's proprietary database system while supervising staff assistants. Ms. Nelson also supports the Chief Operating Officer with the production of report materials produced for our clients. Melaney is a master researcher and has expert status as a user of computer search engines and associated business web browsing tools.

Melaney is a recent graduate of the Cameron School of Business at University of North Carolina at Wilmington where she has earned a degree in Business Administration, with a concentration in Operation Management. Melaney will manage an office in Miami, Florida beginning August 2018.

Ann W. Livingston, Research Associate

Ann provides services as the primary person for conducting and writing reference interviews. Ann has a long history of writing and is excellent in working with references to obtain an in-depth understanding of candidates and their abilities/accomplishments. Ann is the longest serving member of the Paschal•Murray search team with over 15 years of continuous service. Ann has a Bachelor of Arts degree in English/Psychology and a Secondary Teaching Credential.

Diane Pfister, Research Associate & Manager, Fort Myers Office

With many years of experience working in the development office of the University of Louisville, Diane brings a wealth of knowledge to executive search functions of Paschal•Murray. Diane works from her office in Fort Myers, Florida under the guidance of Melaney Nelson and assists with report writing. Her relevant understanding of the fundraising process is crucial to her work in the screening of candidates. As part of an integral team, Diane provides clear insights into qualities of each candidate.

Janet Felts, Editorial Associate

Ms. Felts works from her office in Tennessee as a researcher and editor of Paschal•Murray reports. Janet works closely with Diane Pfister, Melaney Nelson and Colette Murray in the

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EXECUTIVE SEARCH

www.paschalmurray.com

report writing function. Ms. Felts is retired from the Department of Defense having formerly worked as a senior administrator with Secretary Donald Rumsfeld in the Pentagon.

Carolinas IT

Located in Raleigh, North Carolina, Carolinas IT is a large internet technology service company that provides a wide spectrum of services for large corporations and businesses. With a staff of over 40 full and part-time engineers having a variety of specialty certifications, the company is capable of providing design and support services to Paschal•Murray on a 24/7, 356 days per year. By partnering with Carolinas IT (CIT), Paschal•Murray remains technically advanced in the executive search industry. CIT maintains a series of cloud servers that provide file and print services, e-mail services, and terminal services using Citrix XenApp. CIT also supports all remote communication devices such as handhelds and wireless laptops. CIT's interest is in emerging technologies that provide key advances in production capabilities. Knock on wood; we are never "down." Our Cloud-based servers are housed in a secure data center with mirror images on servers in northern Louisiana. Having backup data in a geographically removed location provides the best protection for continuous and uninterrupted service and allows Paschal•Murray a significant ability to provide continuous services to clients—even under the most damaging local circumstances possible.

Rob Jordan and Stacy Maus, AtlanticBT

Also located in Raleigh, North Carolina, ABT is a tier one company that provides critical web solutions to businesses of all sizes. Paschal•Murray has partnered with ABT in the development of our interactive and dynamic web presence serving our prospective clients, existing clients and information services for candidates. ABT has more than 70 team members who provide award-winning service to major corporations nationally. ABT also serves as a host for our web site with guaranteed uptime and consistent functioning. Rob and Stacy have designed our product that is easily managed by the Paschal•Murray staff in order to maintain currency with active search projects.

Services Provided

- Upon reaching an agreement, provide our client with a detailed package of documents outlining the process, a fact sheet and key components of a successful project.
- Make site visit, interview key personnel to gain full understanding of ideal candidate profile and to gather information helpful in discussions with top potential candidates.
- Create Position Announcement document, the target salary range, and a review of your internal process for selection.
- When necessary, creation and placement of optional advertising pieces including camera ready art work and layout.
- Search database sources for potential candidates that fit client criteria.
- Invite client site staff and/or volunteers to suggest potential candidates for the position(s).
- Receive, sort, code, and file all nominees, applicants, and recruited candidates.
- Acknowledgement to all applicants and nominees.
- Contact and record potential candidate inquiries by assigned search consultant and staff.
- Timely status reports to clients, all applicants and nominees.
- In-depth interview short list of candidates by your assigned search consultant.
- Filter the complete pool for the position, conduct careful evaluations and present top possibilities to our client for review and decision for interview.
- Written presentation of finalists for client review/selection for invitation to make a site visit and interview.
- Coordination with client staff for visits by finalists to client site.
- Provide list of specifically designed interview questions as suggestions for search committee template.
- Evaluation of finalist visitation experience including debrief of the client and the candidate.
- In-depth interview of references for candidates who are being seriously considered.
- Preparation and presentation of reference information on finalist candidates and the ordering and distribution of background checks as requested
- Consultation on the selection of candidate for offer of employment and the structure of the offer. Provide sample offer letter with list of potential benefits.
- Consultation between the client and the candidate on the details of the offer, the acceptance, the move, and the start date.
- Post-employment consultation with the new employee and the client to facilitate dialog for reduction of transitional issues.
- Communication with the other finalists and candidate pool to notify them the position has been successfully filled and to thank them for their interest.

Paschal•Murray Executive Search: Four-Step Process

As the business aspects are completed (contract documents and formal discussion of the position details) the following steps are taken to insure an efficient and positive outcome of the executive search process.

Step 1 Build Talent Pool	Step 2 Top Qualified Pool	Step 3 Report to Client	Step 4 Client Visit, Interview, Selection
<ul style="list-style-type: none"> • Obtain client organizational background info and biographies of supervising staff and/or board members • Make site visit and interview key individuals, obtain sourcing suggestions and candidate nominations from organizational leadership • If requested, to satisfy certain organizational policies or requirements, advertise the position regionally or nationally • From P•M database, contact professionals who meet minimum qualifications, targeting regional or national potential, based upon scope criteria • Post position announcement on P•M Web page with links to client & community information • Network with database of known senior contacts for nominations • Contact each applicant and nominee, advising of status • Log and categorize the entire pool 	<ul style="list-style-type: none"> • Search consultant and P•M staff conduct review process to select those applicants and interested candidates for in-depth critique • Obtain updated résumé and samples of work, major and/or planned gift history as appropriate • Conduct telephone interviews • Obtain consent from candidates authorizing reference checks • Conduct personal interviews for top prospects • Make reference calls as appropriate • Recruit new applicants from proprietary database of professionals in the field based upon skill set and experience. 	<ul style="list-style-type: none"> • Search consultant prepares profile on those candidates who represent the top potential for the position and who are most agreeable to the organization, the salary/benefits, and the move • Prepare confidential report to be sent as encrypted report to protect and secure private information • Report containing profile information on each candidate is presented to the client recruitment committee for review and evaluation • Search consultant works with the client recruitment committee to assist in efforts to select the proposed candidates that should be invited for site interview • P•M contacts those candidates who were selected for client site interviews or telephone interviews 	<ul style="list-style-type: none"> • Search consultant and P•M staff work with client staff and candidates to arrange for site visit • Client site interviews • Search consultant performs interview of search committee chair and client to obtain post visit evaluation • Search consultant and client trim final pool to those who are most acceptable • Additional reference interviews are conducted on finalists by P•M and client staff as requested • Search consultant coordinates second visits, if necessary • Client makes decision on an offer to hire—background checks commence as requested • Advise applicant pool of the status of the search • Search consultant coordinates negotiations to close the candidate

Corporate Insurance

Paschal • Murray is an S Corporation doing business as a consulting firm. Clients can be assured that Paschal • Murray carries a portfolio of appropriate commercial insurance policies to cover its performance while providing a significant level of protection for our clients.

Paschal • Murray has, in place and active, General Business Liability and automobile policies.

Paschal • Murray has, in force, the required Worker's Compensation insurance. The above insurance policies are with Hartford.

Paschal • Murray has never had a claim, of any kind, in the history of the firm.

- Our insurance coverage meets or exceeds the vendor requirements of major universities, hospital systems, and corporations -

Paschal • Murray

EXECUTIVE SEARCH

With Pride, We Present

Clients We Have Engaged

The Air Force Museum Foundation, Inc. /
Dayton, Ohio

Aircraft Owners & Pilots Association / Frederick,
Maryland

All Children's Health System / St. Petersburg,
Florida

Alliance Defending Freedom / Phoenix, Arizona

Alliance for the Arts / Thousand Oaks, California

Alzheimer's Association / Washington, DC

American Cancer Society, Inc., Atlanta

American Committee for the Weizmann
Institute of Science / New York

American Councils for International Education /
Washington, DC

American Diabetes Association / Alexandria,
Virginia

American Heart Association / Washington, DC

American Lung Association California / Oakland

American Lung Association / New York

American Red Cross

American Society for Therapeutic Radiology &
Oncology / Washington, DC

American University of Armenia / Yerevan,
Armenia and Oakland, California

The AOPA Foundation / Frederick, Maryland

The Arc of San Diego, Inc. / San Diego, California

Arizona Comprehensive Cancer Center / Tucson

Arizona Health Sciences, University of Arizona /
Tucson

Army and Navy Academy / Carlsbad, California

Arnold Palmer Hospital for Children & Women /
Orlando, Florida

Aspen Valley Medical Foundation / Colorado

Augustine Institute / Denver, Colorado

Babson College / Massachusetts

Baptist Health, Jacksonville, Florida

Barrow Neurological Institute / Phoenix &
London

Baylor Health Care System / Dallas

Baylor Scott & White Health / Dallas

The Beacon Group / Tucson, Arizona

Beaufort Memorial Hospital Foundation,
Beaufort, South Carolina

Bethesda Healthcare Foundation / Cincinnati,
Ohio

Betty Ford Center / Rancho Mirage, California

Betty Ford Center Foundation / Palm Desert,
California

Big Brothers Big Sisters / Los Angeles

BMW Car Club of America Foundation / Greer,
South Carolina

Boise State University / Boise, Idaho

Brakeley, Ltd. / London

The Burnham Institute / San Diego

Butler University / Indianapolis

Cal Farleys / Amarillo, Texas

California Association for Research in
Astronomy / Berkeley, California

California Police Activities League / Oakland,
California

California State University, Bakersfield

California State University, Chico

California State University, Fresno

California State University, East Bay

California State University, Long Beach

California State University, Monterey Bay

California State University, Sacramento

California State University, San Bernardino

California State University, Stanislaus / Turlock

California State University System / Long Beach

California Western School of Law / San Diego

Camp Coca-Cola Foundation / Atlanta

Campbell Hall School / Studio City, California

Canine Companions for Independence / Santa
Rosa, California

Cape Canaveral Hospital Foundation / Florida
Cape Cod Health System, Inc. / Hyannis,
Massachusetts
Capital Health / Trenton, New Jersey
Carnegie Council for Ethics in International
Affairs / Washington, DC
Carolinas HealthCare System, Charlotte, North
Carolina
Carondelet Foundation / Tucson, Arizona
Casa de Amparo / Oceanside, California
Catholic Diocese of Sacramento
Catholic Diocese of San Diego
Catholic Healthcare West System / San Francisco
Catholic Healthcare West, East Valley
Foundation / Chandler, Arizona
Central Georgia Health System / Macon, Georgia
Chaminade University / Honolulu
Chapter's Health System / Tampa, Florida
Cheyenne Regional Medical Center / Wyoming
Child Abuse Prevention Foundation
Child & Family Resources, Inc. / Tucson
Children's Healthcare of Atlanta Foundation
Children's Hospital Central California / Madera
Children's Hospital & Research Center at
Oakland, California
Children's Hospital & Health System /
Milwaukee, Wisconsin
Children's Hospital of Orange County
Children's Hospital of the King's Daughters /
Norfolk, Virginia
Children's Mercy Hospitals & Clinics / Kansas
City, Missouri
Cincinnati Children's Hospital Medical Center /
Ohio
City of Hope / Los Angeles
Claremont Graduate School / California
College of the Canyons / Santa Clarita, California
Commonwealth Medical College / Pennsylvania
Community Foundation Southern Arizona
Community Hospital of the Monterey Peninsula
/ California
Community Medical Centers / Fresno, California
Cook Children's Hospital / Dallas, Texas
Cottage Hospital / Santa Barbara
Crohn's & Colitis Foundation of America / New
York
Cure Autism Now / Los Angeles
Dakota Boys & Girls Ranch Foundation / Minot,
North Dakota
Dartmouth College / Lebanon, New Hampshire
Darden School of Business, University of Virginia
/ Charlottesville Virginia
Decision Education Foundation, Inc. / Palo Alto,
California
The Foundation of Dixie Medical Center / St.
George, Utah
Doylestown Hospital Foundation / Pennsylvania
Driscoll Children's Hospital / Corpus Christi,
Texas
Duke University Medicine / Durham, North
Carolina
East Carolina University / Greenville
Eastern Washington University / Spokane
Eisenhower Medical Center / Rancho Mirage,
California
El Camino Hospital / Mountain View, California
Eller Congenital Heart Foundation / Phoenix
Emporia State University Foundation / Kansas
EMQ Children & Family Services / Campbell,
California
Enloe Health System / Chico, California
Environmental Defense Fund / New York
Episcopal Community Services / San Francisco
Episcopal Homes Foundation / Lafayette,
California
Equal Justice Works / Washington, DC
Faith & Values Media / New York City
Friends of the Orphans / Arlington Heights,
Illinois and Mesa, Arizona
Fred Hutchinson Cancer Research Center /
Seattle
Girard Foundation / La Jolla, California

Good Samaritan Health Foundation / Puyallup,
Washington
Greenville Hospital System / South Carolina
Greenwich Hospital Foundation / Greenwich,
Connecticut
Haggai Institute / Atlanta
The Harrington Cancer Center / Amarillo
Hartsook Companies / Kansas City
Hazelden Foundation / Minnesota
The Heritage Foundation / Washington, DC
Hispanic Scholarship Fund / San Francisco
HealthEast Foundation / St. Paul, Minnesota
Henry Ford Health System / Detroit
Heroic Media / Austin, Texas
Holmes Regional Medical Center / Melbourne,
Florida
Hong Kong Academy of Performing Arts / Hong
Kong, China
HopeWest, Inc. Grand Junction, Colorado
The Hospital Foundation / Venice, Florida
Houston Alumni Organization, University of
Houston / Texas
The Humanitarian Foundation / Columbus, Ohio
Illinois College, Jacksonville, Illinois
Inova Health System Foundation / Falls Church,
Virginia
Inova Schar Cancer Institute / Falls Church,
Virginia
Intermountain Healthcare / Salt Lake City, Utah
International Fund for Animal Welfare, Inc.
IntraBiotics Pharmaceuticals / Mountain View,
California
Jerold Panas, Linzy & Partners / Chicago
John Muir Medical Foundation / Walnut Creek,
California
John C. Lincoln Health Foundation / Phoenix
Judicial Watch, Inc. / Washington, DC
Kansas State University Foundation, Manhattan,
Kansas
Kansas City Art Institute / Missouri
Kootenai Hospital Foundation / Coeur d'Alene,
Idaho
The Keck Observatory, Kamuela, Hawaii
La Jolla Chamber Music Society
La Jolla Playhouse
Lamb's Players Theatre / Coronado, California
Lehigh Valley Health Network / Allentown,
Pennsylvania
The Lesbian & Gay Men's Community Center /
San Diego
Liberty Learning Foundation / Huntsville,
Alabama
Lincoln College / Lincoln, Illinois
Little Hill Foundation / Blairstown, New Jersey
Louisville Presbyterian Theological Seminary /
Louisville, Kentucky
Lowell Observatory / Flagstaff, Arizona
Lucile Packard Foundation for Children's Health /
Palo Alto, California
Make-A-Wish Foundation International /
Phoenix
Malashock Dance & Company / San Diego
Mama's Kitchen / San Diego
Martha's Village & Kitchen / Indio, California
Markey Cancer Foundation at The University of
Kentucky / Lexington
McCallum Theatre / Palm Desert, California
McLaren Greater Lansing Healthcare Foundation
/ Lansing, Michigan
MEDCEN Community Health Foundation /
Macon, Georgia
Mercy Foundation, Sacramento (Catholic
Healthcare West)
Mercy Hospital Foundation / San Diego
Mercy Housing System / Denver, Colorado
Mercy Housing California / San Francisco
Meridian Health / Neptune, New Jersey
Methodist Hospital Sacramento
Methodist Hospital Foundation / Arcadia,
California

Metropolitan State University of Denver /
Denver, Colorado

The MIND Institute / Albuquerque, New Mexico

MIND Research Institute / Santa Ana, California

Mission Hospital Foundation / Mission Viejo,
California

Missouri University of Science & Technology /
Rolla

Moffitt Cancer & Research Center / Tampa,
Florida

Monmouth Health Care Foundation / New Jersey

Morristown Health Foundation / New Jersey

Morton Plant Mease Foundation / Clearwater,
Florida

Motion Picture & Television Fund Foundation

Museum of Photographic Arts / San Diego

Muscular Dystrophy Association-USA / Tucson

The National Academies / Washington, DC

National Parks Conservation Assoc. /
Washington, DC

National University / La Jolla

Native American Rights Fund / Boulder,
Colorado

Nemours Fund for Children's Health /
Wilmington, Delaware

New Americans Immigration Museum &
Learning Center / San Diego

New Mexico State University / Las Cruces

New York City Master Chorale / New York

North Hawaii Community Hospital / Kamuela,
Hawaii (Big Island)

Northern Arizona Healthcare Foundation /
Flagstaff

Northern Arizona University / Flagstaff

Northeast Ohio Medical University (NEOMED) /
Rootstown, Ohio

The Neurosciences Institute / La Jolla, California

OASIS Institute / St. Louis, Missouri

Ochsner Medical Center / New Orleans

Ohio University / Athens

OhioHealth / Columbus, Ohio

The Ohio Masonic Homes / Springfield, Ohio

Orange County Community Foundation /
Newport Beach, California

Orange County Performing Arts Center / Costa
Mesa, California

Oregon Health Sciences Foundation / Portland

Orlando Regional Health Care System / Florida

OSF Saint Francis Medical Center Foundation /
Peoria, Illinois

Pacific Research Institute / San Francisco

Pacific Ridge School / Carlsbad, California

Palo Alto Medical Foundation / California

Palomar Health Foundation / Escondido,
California

Parkview Health System / Fort Wayne, Indiana

Pegasus Therapeutic Riding, Inc. / Brewster, New
York

Pennington Biomedical Research Foundation /
Baton Rouge, Louisiana

Pepperdine University / Malibu, California

Planned Parenthood / Los Angeles

Planned Parenthood / Orange & San Bernardino
Counties, California

Phelps Health / Rolla, Missouri

Phoenix Family Foundation / Arizona

Phoenix House, California

Pitt Memorial Hospital Foundation / Greenville,
North Carolina

Pitzer College / Claremont, California

Pratt Institute / Brooklyn, New York

Preventative Medicine Research Institute /
Sausalito

Prostate Cancer Foundation / Santa Monica,
California

Providence Healthcare Network / Waco, Texas

Providence Services Eastern Washington /
Spokane, Washington

Radford University / Radford, Virginia

Rady Children's Hospital / San Diego

Rancho Santa Fe Community Center / RSF,
California

Recording for the Blind & Dyslexic / Princeton,
New Jersey

Rensselaer Polytechnic Institute / Troy, New
York

Rice University / Houston, Texas

Ripon College / Ripon Wisconsin

Rocky Mountain College / Billings, Montana

Ronald Reagan Presidential Foundation & Library
/ Simi Valley, California

Sacred Heart Hospital / Eau Claire, Wisconsin

Sacred Heart Medical Center Foundation /
Eugene, Oregon

The Salk Institute / La Jolla, California

San Juan Medical Center / Carmichael, California

Saint Joseph Ballet Company / Santa Ana

Salem Hospital Foundation / Salem, Oregon

Salinas Valley Memorial Healthcare System /
Salinas, California

San Diego County Bar Association

San Diego County Junior Golf Association

San Diego Natural History Museum

San Diego Opera

San Diego Repertory Theatre

San Diego Symphony

San José State University

Santa Clara University

Santa Cruz Women's Health Center / California

Scott & White Memorial Hospital / Temple,
Texas

Scott & White Foundation / Temple, Texas

Scripps Foundation for Medicine & Science / La
Jolla

Scripps Cancer Center

Scripps Health / La Jolla

Scripps Institute of Oceanography / San Diego

Scripps Mercy Hospital / San Diego

Senior Community Centers / San Diego

Shriners Hospitals for Children / Northern
California

Sisters of Mercy Health System / St. Louis

Southeast Missouri Hospital Foundation / Cape
Girardeau, Missouri

Southern California Presbyterian Homes
Foundation

Southern Oregon University / Ashland

St. Cloud State University / Minnesota

St. Francis Episcopal Day School / Houston

St. Joseph Hospital / Bellingham, Washington

St. Joseph's Hospital & Medical Center / Phoenix

St. Joseph Hospital Foundation / Orange,
California

St. Jude Children's Research Hospital / Memphis

St. Jude Foundation / Fullerton, California

St. Paul's Retirement Homes / San Diego

Stony Brook University (SUNY), Long Island,
New York

Summit Regional Medical Center / Show Low,
Arizona

The Foundation Chapter of Theta Chi Fraternity,
Inc. / Indianapolis

United States International University, San
Diego

United Cerebral Palsy / Orange County,
California

The University of Arizona, Arizona Cancer
Center / Tucson

The University of Arizona, Rogers College of Law
/ Tucson

The University of Arizona Foundation / Tucson

University at Buffalo / New York

University of Arizona Alumni Association /
Tucson

University of California, Berkeley

University of California, Davis

University of California, Davis, Graduate School
of Management

University of California, Irvine

University of California, Merced

University of California, Riverside

University of California, San Diego

University of California, San Francisco

University of California, Santa Cruz
University of Hawaii / Honolulu
University of Houston / Texas
University of La Verne / La Verne, California
University of Mississippi Medical Center /
Jackson, Mississippi
University of Montana Foundation
University of New Mexico / Albuquerque
University of New Mexico, Health Sciences
University of North Carolina at Charlotte
University of North Carolina at Greensboro
University of Northern Colorado Foundation
University of Rochester / New York
University of St. Thomas / Houston, Texas
University of San Diego
The University of Texas at El Paso
University of Utah / Salt Lake City
University of Virginia, Darden School of Business
/ Charlottesville, Virginia
Vidant Health / Greenville, North Carolina
Virginia Hospital Center, Arlington
Volunteers of America, Inc., Alexandria, Virginia
Waitt Family Foundation / La Jolla, California
Walsh College / Troy, Michigan
West Virginia University / Morgantown
Western University of Health Sciences /
Pomona, California
Wichita State University / Kansas
Wilson Health Foundation / Sidney, Ohio
Windward School / West Los Angeles
Woodside Priory School, Portola Valley,
California
Yavapai Medical Center / Prescott, Arizona
YMCA of the USA / Chicago, Illinois

Privacy Regulations & Mandates

The Issue

In the search and recruitment process, Paschal • Murray partners with our client and performs services of a special nature to secure a candidate pool that includes extraordinary individuals having interesting and profound backgrounds and experiences. This process includes the sharing of information with our client about the candidates in the form of documents and reports. These materials are private and require protection. Simply attaching a document to an e-mail message is not secure and does not meet government mandates. Institutions are required to follow strict rules in this regard and Paschal • Murray is in full compliance with these policies.

Paschal • Murray protects individuals and client organizations (candidates, clients and their employees) from issues related to exposure of sensitive and private documents that are transferred between parties. This is accomplished through the sophisticated AppRiver™ appliance program that is recognized as the premier method of electronic file transfer. Not only is the process secure, but it is also an easy and smooth process for the end user. The procedure uses regular e-mail to transmit a notification of an “attached” file. The user simply follows the link in the e-mail to a secure Web location where the user is authenticated and the file becomes available to view, print, or download. After the “transfer” is completed, responsibility for security is with the user.

Our Commitment to Security and Privacy

AppRiver encryption of email messages and attachments is provided by our information technology vendor, CarolinasIT, and is a managed file transfer solution that provides users the ability to securely send and receive files and documents of any size. This service and process allows Paschal • Murray to comply with Security & Data Privacy Laws: Large File Transfer option provides complete audit reports and file transfer tracking for compliance with HIPAA, SOX, FDA, GLBA and other State and Federal regulations relating to security and data privacy. This process adheres to the requirements that employers should follow in the handling of personal privacy issues and meets all government security, accountability, audit ability and compliance polices and mandates.

Reports created by Paschal • Murray that contain confidential information about individuals as part of the vetting of potential employees is transmitted by Paschal • Murray to the client and client-designated individuals in a safe and secure process.

Candidates who work with Paschal • Murray are made aware that their materials (résumé, related application documents and background reports) are not shared with anyone outside of our client and are transmitted securely at the highest level of corporate and government standards. To this end, Paschal • Murray does not use any social networking options available today due to severe security issues.

Retained Search Fees

Basic Retainer

Paschal • Murray offers only retained search services. Our standard fee is a minimum of \$27,000 or 30% of the successful candidate's first full year compensation (including signing bonus and/or first full year annual performance bonus potential). This fee structure is within the mid-range of professional search firms and follows ethical guidelines of the National Association of Executive Recruiters (NAER) and the Network of Non-Profit Search Consultants (NNSC). Paschal • Murray does not charge an additional administrative fee or itemized charges for mailing, faxing, or deliveries as is common with our competitors. We also do not consider relocation expenses offered to the successful candidates in the calculation of final negotiated compensation.

At the beginning of your search, we normally require a one-third payment on the projected total fee. The second one-third payment will be invoiced on the occasion of qualified candidates presented for review. The final payment will be invoiced on the occasion of the successful candidate's acceptance of your offer of employment—with adjustment, as necessary, to reflect the actual first full year compensation package.

The client is responsible for hiring and retaining their employees. It is expected that a strong onboarding and assimilation program would be initiated that would enhance and materially guarantee the success of the new employee.

Reimbursements

The client is expected to reimburse Paschal • Murray for pre-approved travel and other directly related search expenses incurred by candidates or by Paschal • Murray consultants who are assigned your search. As stated, there is no charge for minor incidentals such as normal postage, telephone calls, faxes, and document printing.

To facilitate a broad awareness of the open position and meet institutional affirmative action goals, clients are often interested in placing classified and display advertisements in local and/or national publications or specific trade newsletters/magazines. While advertising positions is not particularly effective, if specific advertisements are requested by the client, Paschal • Murray will advise on the best publications and Web posting sites and will prepare and place the insertion with only the cost of the actual insertion reimbursed by the client. The client, prior to commitment, is requested to approve each submission and will be made aware of projected costs.

All invoices are due and payable upon receipt sent by mail to our administrative office: 5309 Tangier Drive, Wilmington, North Carolina 28403 or by electronic direct deposit.

Small Firm -- Versus -- Big Firm

Why organizations prefer small “boutique” search consulting firms, like Paschal•Murray...

1. Accountability. They know exactly who to contact and who is accountable for the search.
2. Paschal•Murray can adjust faster to change or the unknown.
3. Paschal•Murray does not delegate primary search responsibilities on lower-level associates and assistants. Only those individuals with senior-level history in institutional advancement.
4. Paschal•Murray has the potential for higher placement/completion and stick ratios (they know the industry and what it takes).
5. Paschal•Murray works harder to survive. They do not give up since failures could be more devastating to a smaller firm.
6. There is less “routine.”
7. Paschal•Murray has equal respect for each and every client.
8. Paschal•Murray is accessible.
9. Paschal•Murray does not resort to “ghost” overhead charges and padded expenses as a means to expand profits or consultant commissions.
10. Their first priority is to clients, not stockholders or senior partners.
11. Being “bigger” is all about making more money and not about being better. We choose to be better.
12. Paschal•Murray doesn't need to place expensive ads to source candidates.

Why Paschal•Murray is so successful...

1. We have fought off the temptation to broaden our narrow focus.
2. We know what it is that we do best and we stick to it.
3. We are not afraid to invest in technology, candidate data, and remaining extremely active in our specialty fields.
4. We are respected by candidates as a firm who cares about the stress related to potential change in professional position.
5. We don't need wasteful corporate and department meetings to manage our business.
6. We are not so big that we fail to adjust to market trends and conditions.
7. When called, a real person answers the telephone—clients find that we are a true partner in the recruitment process.
8. We know who is paying for our services. We work for our clients and not for the candidate.

What to look for when reviewing executive search firms...

In philanthropy there are a number of general purpose consulting firms that have an expertise to assist clients in a variety of structural or program-related aspects of fundraising. Many will have a menu of items—or projects—to offer clients. This would often include such items a Board Development, Campaign Planning, Feasibility Studies, Campaign Management or Counsel, Donor Records Systems Upgrades, Staff Training Workshops, Management Issues, and the like.

As these consultants create relationships with their clients, they often are privileged to become familiar with an organization's staff. When this occurs they might recommend to their client that there is a need to upgrade certain positions—"and by the way, we can help you with that." During the latest recession in America there has been an explosion of general purpose consulting firms that have added a new menu choice for their services—Executive Search. And...this is something you want to guard against.

We feel that it is ethically improper to advise an organization, evaluate their staff, and then offer to do a search for replacements. First off, it doesn't pass the smell test and most importantly, these firms are adding a "menu" item in which they are not skilled or prepared to professionally complete at the same level as their primary focus for going into the consulting business in the first place.

Paschal•Murray is a member of a professional organizations that does not allow membership to firms that try to combine organizational consulting with executive search—based solely on grounds of a professional conflict of interest.

Our point here is that executive search, in itself, carries a body of knowledge that is unique. Taking that one step further, executive search for philanthropy is very unique. You want to be cautious when you decide that you need assistance with recruitment. Select your consulting service with an eye toward expertise, ethics, technical facility, and history of performance. Paschal•Murray has spent a lifetime perfecting the intricacies of the search business for organizational advancement.

Finally, we want to point out that we are extremely careful about the use of social media. In the interest of privacy, we do not place advertisements or announcements of open positions on any type of social media platforms nor do we use social media to process applicant information. We work directly with clients and candidates through normal communications having protected access.

Contact Us...

Communications with staff and your search consultant at Paschal•Murray is very important to us. We have designed our communications infrastructure to help you make the connection quickly and efficiently. Here is how we do it:

Our telephone system is based upon Voice over Internet Protocol (VoIP) technology. Calls to our main number ring in several of our locations. If you call during normal business daytime hours you will nearly always talk to a real live person who can direct your call to Colette Murray, Beau Cummings or other staff wherever they may be. Our business is one in which the principals are traveling all across the nation meeting with clients or interviewing top candidates. The staff person answering the telephone knows the itinerary of our traveling staff and can either connect you by transferring the call or deliver a message to them to return the call at the next possible time (when the plane lands or the meeting ends). Should your call come in after hours or when all staff is away, you will be forwarded to our voice mail system where you can leave a detailed message. At the completion of your message key staff will receive an e-mail notification of the voice mail with an attached audio file of your message that can be played back on our mobile devices.

Of course we have e-mail and we are masters at returning messages promptly. You can ask anyone and they will say, "Paschal Murray gets back to you very quickly" and "Colette, Beau and others are unbelievable with the attention provided."

Business Mailing:

Paschal Murray, Inc.

1430 Commonwealth Drive, Suite 200, Wilmington, North Carolina 28403

Voice: (760) 863-4512

Email Contact:

Erin Cummings, Vice President of Operations
erin@paschalmurray.com