



Higher Education & Research

Perrett Laver is a leading global executive search firm with one of the largest higher education practices in the world.

Perrett Laver is passionately committed to identifying, engaging and securing the very best leaders for institutions shaping education and research. We share a conviction for the transformative effect that education has on those who benefit from it, whether as students in the classroom, lecture theatre or virtually, in professional life as alumni or through the impact of global research and translation.

Perrett Laver works on Institutional leadership appointments including Board, Senior Academic and Administrative appointments on a global basis with both research intensive and teaching led institutions.



180,000

Senior Academics and Administrators well known to Perrett Laver.

Our work by Academic Discipline



Medicine and Life Sciences



Science, Technology, Engineering and Mathematics



Business and Law



Arts, Humanities and Social Sciences

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Table of Contents

SECTION	PAGE
1. Challenges	04
2. The Value of Search	06
3. Our Approach	07
4. Identify, Engage, Secure	08
5. Our Experience	12
6. Our Commitment to Diversity	13
7. Our Invitation	14

Challenges



The international higher education sector has not experienced a greater time of economic and political uncertainty. Never before have universities needed to compete on so many levels on such a global scale. While universities in the English speaking world remain strong and competitive, there is significant investment in the global East and South which is creating huge opportunity in geographically divergent contexts. Sustainability of, and indeed increases in, research budgets are leading to burgeoning opportunity within the global higher education sector. There remain, however, significant challenges in the market for undergraduate students within any chosen domestic context.

Grand Challenges Facing Higher Education

Students possess an increased awareness of their right and ability to demand value. In markets where there is privatisation or fee requirements placed on students and families there is huge challenge regarding long-term sustainability of price points; the 'age old' challenges of optimising cost structures remain.

Global higher education possesses increasingly porous boundaries; the intersecting of higher education institutions and industry is creating multi-institutional platforms which are changing the face of higher education. Perrett Laver understands and addresses the leadership challenges concomitant with a rapidly evolving sector.

We recognise that higher education has globalised at pace. A significant proportion of students study outside of their home country and research is now a truly global endeavour with international collaboration resulting in higher citation levels and greater esteem. International rankings are a feature of higher education and are consulted avidly by faculty, potential students, governments and funding bodies. In order to remain competitive, universities scour the planet for talent and have to generate sufficient revenues to keep investing in outstanding staff and the best infrastructure to attract the best students.

Governments are now seeking to build capacity across a far broader range of institutions. Whilst many governments continue to invest in higher education, building research capacity and capability, others are retrenching. Ensuring sustainability, in the knowledge that government partnership is becoming increasingly unreliable is a key challenge. Institutional autonomy is being placed front and centre; philanthropic giving, financial independence and providing an attractive student experience is increasingly important. Universities are under acute pressure to diversify their income streams and strong understanding of international student recruitment, developing principal and major giving and advancing alumni relations is now pre-requisite for successful university administration.

Institutions are required to support the local context, to promote leadership both in innovation and technology. Active economic engagement is central and institutions have an explicit responsibility for enabling and sustaining economic growth within their local environs.

Funding and idea flows are no longer contained by geography. The embracing by institutions of translational research has removed the regional and national barriers that once constricted competition.

Added to these challenges is the march of technology; the push for increases in the utility and impact of published research, adapting innovative digital tools and publishing platforms for content delivery have the potential to disrupt the traditional business model for universities. As countries indigenise their higher education and the distance learning experience through technology becomes richer, universities can establish themselves as desirable destinations socially, culturally and educationally.

The Value of Search



Perrett Laver is well positioned to add significant value to addressing these grand challenges by virtue of a proven and well-practised methodology, a breadth and depth of relevant contacts, and a keen awareness both of the pitfalls of such processes and of how they are best avoided. As universities continue to diverge between locally transformative, teaching led institutions and global research powerhouses, it will be through having the right leadership that institutions will be able to succeed in an immensely competitive world.

Our role is to connect with the most influential and vibrant organisations with the highest capacity and most dynamic leaders – but this connection is also based on a mutual set of values and a shared vision for the future. As a firm we have looked to move away from the purely transactional relationship that so typifies our industry in favour of forging genuinely close partnerships with our clients.

We endeavour to share risk and reward and to add value wherever we are in a position to do so. At every stage of the process – be it our research and the kind of candidates that we generate, our fee structure, or simply how we configure our paperwork – we seek to be innovative and flexible in order to best serve our client's needs.

3

Our Approach

Perrett Laver's robust methodology comprising exceptional original research, supported by a relevant and qualitative database of academic leaders is unparalleled in the industry. This approach means we provide truly global search which is informed by Perrett Laver's expert understanding of the altering nature of the global higher education landscape. With offices spread across five time zones, Perrett Laver can bring to bear local knowledge and connectivity within all major higher education markets and within public and private providers and

across both research intensive and teaching led. Our experience and networks reach far beyond those any single university could assemble and we are able to advise, guide and support selection committees with exceptional local or global search. Purposeful attentiveness, a key characteristic of our firm's work, adds distinctive value at every stage of the process: briefing, candidate generation, candidate evaluation, client service, and candidate relationship building. From identifying and engaging through to securing outstanding

academic leaders on a global basis, our approach greatly enhances your prospects of further building world-class academic leadership in every part of the institution. Our knowledge and understanding of executive search within global higher education is unmatched.



Identify, Engage, Secure

Perrett Laver's three-fold strategy for sourcing outstanding leaders for global higher education.



Identify

As one of the market leading executive search firms serving the sector, Perrett Laver brings extensive networks, insight and the ability to call upon leading figures to recommend highly-rated individuals.

It is our view that more often than not it is exciting, thoughtful and exhaustive research strategy which yields the most compelling fields of candidates able to meet the complex sector challenges. This, of course, is the very foundation of proper executive search: that we find people.

A research-based executive search campaign enables your advisors to advocate both for the role and the institution on your behalf, to identify not just obvious candidates, but also creative and diverse options, and to ensure that all the most appropriate individuals and environments are proactively investigated and targeted. Perrett Laver follows an exhaustive research strategy, aimed at covering organisations, individuals and networks that intersect with our client's requirements but which will also yield candidates widely from across the private, public and third sectors.

Qualitative and person-specific information serves as a starting point but is supplemented by our fresh, original and comprehensive research.

It is common that appointment panels are interested in exploring different models of candidates. By building up a large and varied candidate field, Perrett Laver can present an assortment of experienced individuals for the panel to consider without having to be constrained by restrictive or arbitrary selection criteria.



Engage

Perrett Laver gains the attention of the high-calibre individuals identified through nuanced and well informed advocacy combined with subtle persistence.

The strongest candidates for a particular position are rarely aware of the opportunity since they are unlikely to be seeking new employment.

Even when they become aware, they will have a variety of professional and personal questions and concerns which are best addressed by multiple conversations with a trusted intermediary.

The very fact of being personally approached and of speaking with a professional third-party can be decisive in prompting a candidate to engage with a particular appointment process.

The resource and professional experience we bring, with the majority of our researchers coming from the sector, ensures that without exception the proactive head-hunting exercise we lead results in strong candidates who would otherwise not have engaged with the appointment showing a willingness to explore it seriously and positively. This engagement deepens as Perrett Laver, having undertaken in-depth briefings, provides potential candidates with an accurate, comprehensive, candid, responsive and compelling presentation of the

client organisation and the position in question. Our initial interviews of potential candidates not only give us the opportunity to measure and assess each candidate against the person specification but also gives them a chance to find out more about the role informally, become excited about the opportunity and further their knowledge of your organisation.

Multiple conversations with these individuals enable a relationship to develop in which candidates' concerns and questions can be addressed with attentiveness and precision.

Secure



The assessment and securing of an individual is a complex matter and often requires close attention to numerous questions of detail. For our clients, a thorough, flexible but stretching, candidate-friendly assessment and interview process is crucial.

Throughout the final stages of the process there are often complex logistical challenges which must be met, detailed contractual negotiation which must be concluded and, importantly, a deepening relationship with shortlisted candidates which must be sensitively handled.

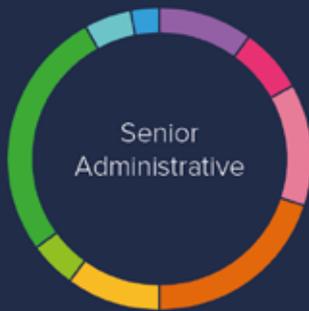
A key part of our value is undoubtedly to serve clients as they move through the process to make their own assessments of their final shortlist. We inform final interview processes with our emerging judgement on candidates' values drivers and motivations. Our work is not complete unless we handle negotiations with the preferred candidate in an attentive and careful manner. We also ensure that unsuccessful candidates receive feedback that is useful and that leaves them with a very positive sense of the client and the process.

5

Our Experience



- 20% President/Vice-Chancellor/Rector
- 4% Council/Board
- 11% Provost/Deputy Vice-Chancellor
- 10% Vice-President/Pro Vice-Chancellor
- 31% Dean
- 24% Head of School/Department

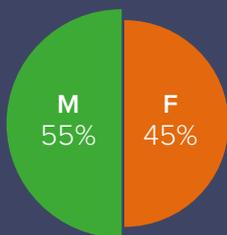


- 10% Education/Research/Support Office
- 7% Estates/Facilities/IT
- 13% Finance
- 20% Fundraising & Marketing
- 10% Human Resources
- 5% External Relations & Internationalisation
- 27% Operations
- 5% Programmes
- 3% Strategy

Perrett Laver has one of the largest higher education practices in the world. We are the market leading firm working with research intensive universities globally and have advised on over 1,700 senior academic and administrative leadership posts. In every country where we operate with the full range of HEIs from the ground-breaking technology and design institutions to large scale exceptionally high quality teaching oriented universities; from world leading conservatoires to private providers focused on professional training and education; from the top 10 global universities to the ambitious next-generations institutions rising rapidly through international league tables.

6

Our Commitment to Diversity



45% of our appointments in Higher Education are women, far exceeding sector averages.

We ensure diverse fields for every appointment. We believe that a diverse range of perspectives amongst academic research leaders and administrators is essential for institutions to stay at the cutting edge in a competitive global market. Our searches play a very important part in the enhancement of this diversity. In every search campaign we work with clients to ensure balanced fields in terms of candidates' gender, ethnic background, stage of career, and nationality.

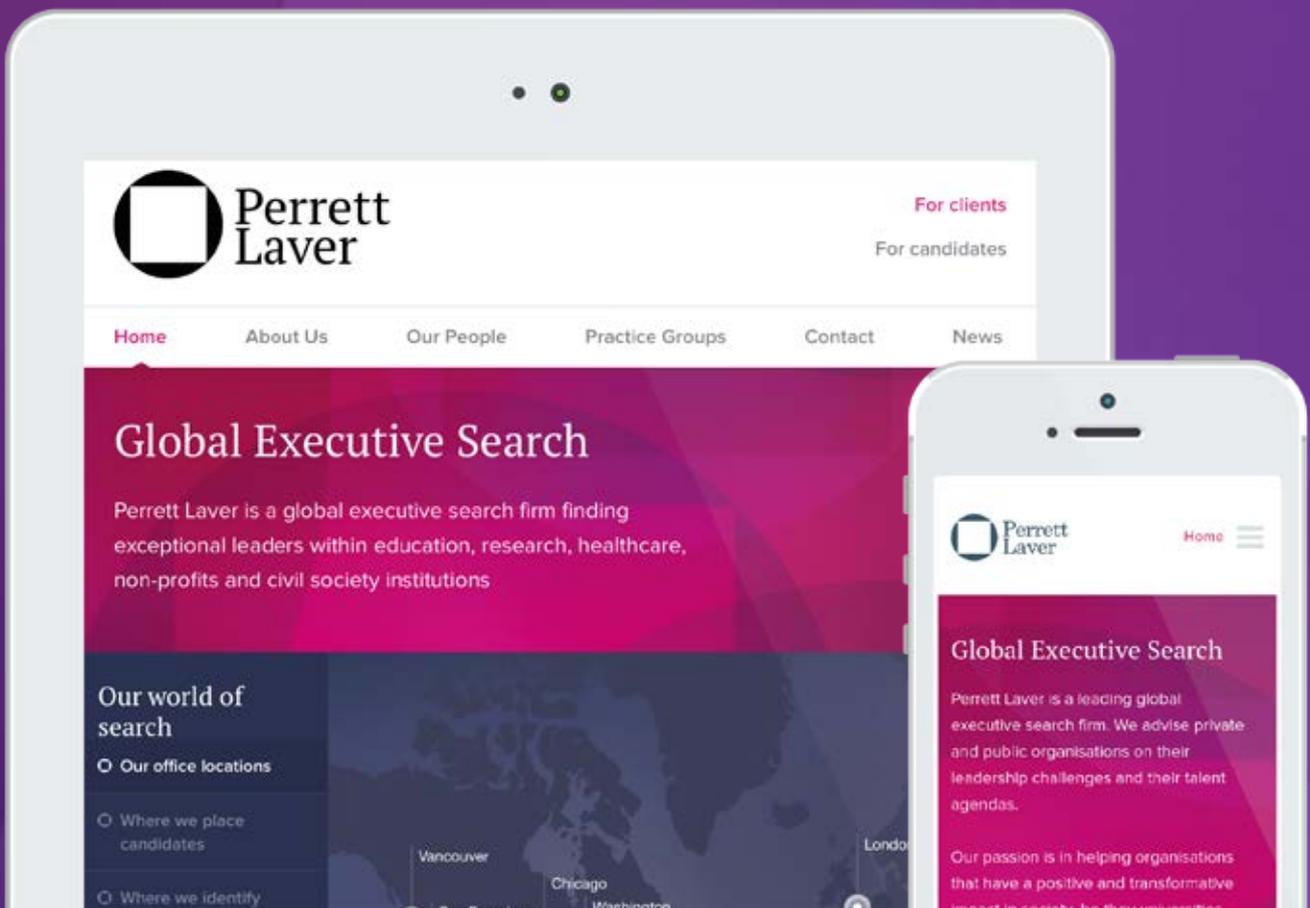
In doing so we are deeply committed to equality of opportunity and are particularly well placed to identify female candidates and those from minority backgrounds and to advance their cause, always providing that the best candidates are put before the Selection Committee.

Our Invitation

As one of the world's leading executive search firms, Perrett Laver has a depth of relevant experience, a powerful search methodology, rich sector knowledge, and a values-based commitment to global higher education and research which has enabled us to provide outstanding professional service to our clients.

We would be delighted to discuss ways in which we can support your organisation in its quest to identify, engage and secure the leaders of tomorrow.

www.perrettlaver.com



Exceptional Global Reach

With Perrett Laver, global comes as standard. Our search philosophy ensures we provide your organisation with a 'window on the world', we will ensure that we map the relevant 'universe' on an exhaustive basis.

Global Spread of Identified Candidates

Density of Identified Candidates - ●●●●●●●●●● +



Transformational Success Rate

95% of our searches are successfully appointed and we guarantee to continue our search until an appointment is made.



Partnership

We value partnerships with our clients.

In the last year 88% of our work has been for returning clients, globally, across all of our sectors.



AMERICAS, ASIA PACIFIC, EMEA

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