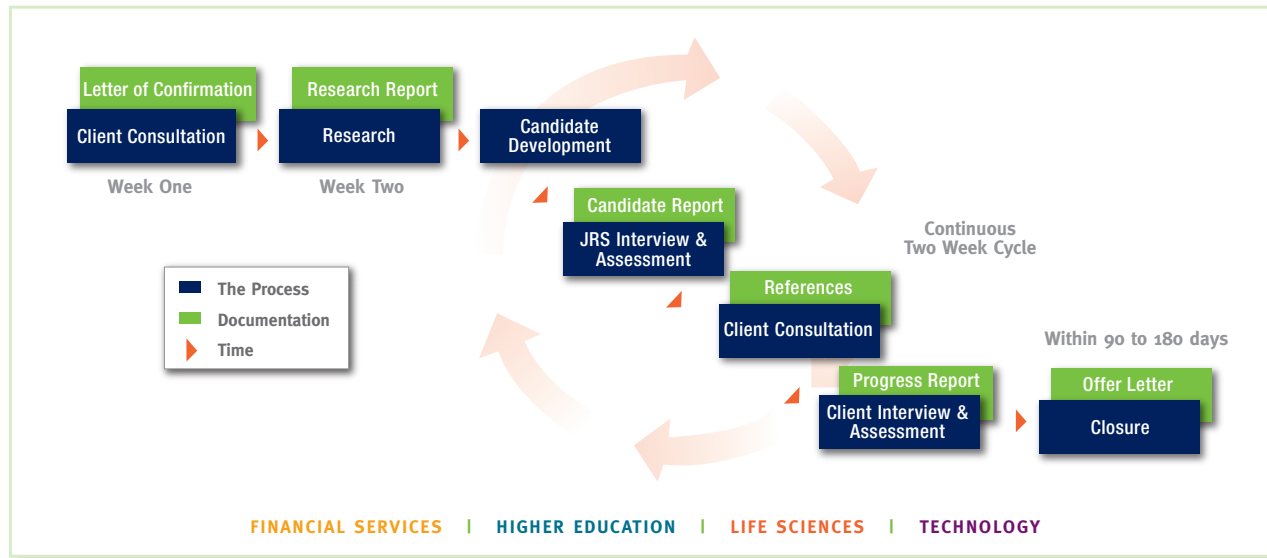


## Our Process



### Insightful inquiry.

The search process begins when the need for new leadership arises. With the anticipation of change, those moving forward within an institution benefit from the opportunity to explore and articulate their aspirations and the challenges facing them and their next leader. The development of this understanding informs the search and the selection of candidates, as well as the leader's mandate upon arrival. J. Robert Scott facilitates participation in this discovery process for all relevant and concerned constituencies and affords each the opportunity to voice an individual perspective. This nuanced sensitivity builds trust across the community and lays the proper foundation for an intelligent, open, and productive relationship between client and consultant.

### Vigorous execution.

Our resources allow us to go beyond our database and the roster of applicants. With our commitment to thorough research and robust outreach, we identify talent on the rise and in non-traditional places. Then our targeted development of valuable prospects insures that our clients choose the right fit from a diverse pool of high caliber candidates. Along the way, J. Robert Scott pays attention to every detail of the search. In-depth interviewing, thorough referencing, and timely communication are hallmarks of our firm. With more than two decades of intellectually honest and engaged work, we have built a reputation as enlightened advocates for the institutions we serve.

### Thoughtful transition.

We continue to advise and support our clients and selected leaders after the close of the search. We guide them through the transition and stay in touch. Our commitment to the people we recruit mirrors our belief in the missions of our client institutions. We work hard to bring the best candidate and the client together for a successful tenure.



Great Find.

## Our Practice

The right blend of qualities to deliver a “Great Find” in the education and not-for-profit sectors.

Higher education and not-for-profit institutions face similar challenges today as fiscal considerations often constrain their ability to fulfill their respective missions. The perpetual need to raise funds and to be nimble in fiercely competitive environments has put pressure on the traditions and values that have long constituted the core of these institutions. More than ever before, survival and future success depend upon finding uncommon individuals with the intuition and leadership to balance the execution of vision against the exigencies of the moment.

With over two decades of experience conducting searches on behalf of educational and not-for-profit institutions, we excel at finding the right leaders. Our record of success spans work for top-tier research universities and liberal arts colleges, large and small cultural institutions, and foundations and organizations dedicated to improving the human condition as well as enriching human expression.

Sourcing and recruiting executive talent for this complex sector requires both depth of domain knowledge, as well as breadth of perspective and creativity to look beyond the familiar. Our long-standing and deep engagement in working with higher education and not-for-profit institutions provides us with the foundation and insight to quickly learn what we need to know and how best to assist our clients as they analyze and evaluate organizational needs. We are seasoned and proficient in working with committees to get beyond the paper credentials to delve into the nuances of fit and skill. At the same time, J. Robert Scott possesses the expertise in the horizontal management of knowledge to make our inquiries on behalf of our clients truly comprehensive. We are consistently and conscientiously on the lookout for crossover talent in extraordinary people. Throughout, our mission is to enable you to make a “great find” for your institution.

We place candidates at the senior level including CEO, President, Executive Director, Provost, Dean, Vice President, and leaders across the range of administrative functions, including Athletics, Finance, Information Technology, Institutional Advancement, and Research.

## Our Promise

We hold ourselves to the highest ethical standards and provide impeccable customer service. These values serve as touchstones for all our practices and help us earn and maintain our reputation for professional excellence.

Commitment to client satisfaction is not only promised but also guaranteed. If an executive whom we have placed fails to meet your expectations or standards within the first year of employment, we will go back and start anew. In fulfilling this guarantee, we bill only out-of-pocket expenses and incremental fees that result from cash compensation.

## Our People

Practice leadership devoted to your needs.



**Jonathan Fortescue** joined J. Robert Scott after eight years at another retained executive search firm. His national practice emphasizes academic and administrative leadership positions in higher education and not-for-profit organizations serving the public good. Prior to his career in executive search, he taught at Harvard for eleven years where he was a perennial recipient of distinguished teaching awards. A literary scholar by training, he contributed to three of the eight volumes of the *Cambridge History of American Literature*. He was graduated with

honors from the University of Massachusetts at Amherst with degrees in English and Linguistics. A recipient of an Andrew W. Mellon Fellowship in the Humanities in 1989, he earned his MA and PhD from Harvard University.

Jonathan lives with his wife Elizabeth, a cardiologist at Children’s Hospital, and their son William in Wellesley, Massachusetts. Jonathan is also an avid runner with a personal best marathon time of 2:40:35.

## Representative Clients

Arizona State University

Berklee College of Music

Boston University

Children’s Hospital Boston

Colorado College

Dana Farber Cancer Institute

Duke University

Emory University

Fidelity Foundation

Fred Hutchinson Cancer Research Center

Harvard University

Historic Boston, Inc.

International AIDS Vaccine Initiative

MacArthur Foundation

Massachusetts Institute of Technology

Medicine in Need

Museum of Fine Arts, Boston

Rice University

Scottsdale Cultural Council

University of Washington

University of Michigan