

SAGE

SEARCH PARTNERS

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SAGE SEARCH PARTNERS is an executive search firm serving educational institutions and not-for-profit organizations nationwide. We have excelled at recruiting highly successful individuals to a wide range of leadership roles, including newly created positions, and at partnering with our clients to address questions of position profile, search strategy, candidate assessment, and leadership transition.

Our experience as search consultants is enriched by successful careers in a variety of fields, including university administration and teaching, non-profit management, and career counseling and placement.

SAGE SEARCH PARTNERS is committed to providing the highest quality service to our clients. As partners, we work closely with every organization we serve and are involved in every aspect of the search process. Clients know they are receiving the benefit of our own knowledge, skills, and judgment rather than those of junior associates.

Central to the SAGE SEARCH PARTNERS philosophy is that search is a collaborative process. We are founded on the principle that *partnering*—with our clients, with candidates, and with each other—leads to the best results in recruitment. We respect and draw on our clients' knowledge and insight, complementing these with our own expertise in relevant fields. As partners in search, clients and consultants leverage one another's experience in successfully recruiting outstanding leaders who will have a far-reaching impact on the institutions they serve.

PROFILES

Paula Hurley Fazli

Paula Hurley Fazli has over twenty years' experience in executive search and not-for-profit management. She graduated from Harvard University *cum laude* and received her Masters degree from the Harvard Graduate School of Education. Early in her career, Paula worked in production management at the American Repertory Theatre in Cambridge, Massachusetts. She then joined Orion Consultants in New York, a market research and executive search firm with clients in the financial services industry. After graduate school, Paula held a variety of administrative positions, including Program Director for the National Academy Foundation, Career Specialist at the Boston Private Industry Council, and Chief of Staff to the High School Superintendent in Boston. In 1993, she joined a higher education search practice and became the firm's first Vice President. She has volunteered for and served on board committees of various local organizations.

Patricia Herzog

Patricia Herzog has over twenty-five years' experience in higher education, as a teacher, researcher and consultant. After graduating from UCLA *magna cum laude* with highest honors in philosophy, she earned an M.A. and Ph.D. from Harvard University. Patricia is the author of *Conscious and Unconscious: Freud's Dynamic Distinction Reconsidered*, and co-editor of the award-winning *Defending Diversity*. She has received grants and awards from the Fund for Psychoanalytic Research and the American Council of Learned Societies. Patricia taught philosophy at Brandeis University, was a Fellow of the Bunting Institute at Radcliffe College (now the Radcliffe Institute), a Visiting Scholar at Columbia University, and a member of the Institute for the History of Psychiatry at Weill Medical College of Cornell University. She has published numerous articles and reviews in the area of musical aesthetics, and performed in and around New England as a pianist and harpsichordist. Patricia has served on education and non-profit boards in Boston and New York City, and volunteered at local human services agencies.

SERVICES

FULL-SEARCH

SAGE SEARCH PARTNERS provides comprehensive search services tailored to the needs of each client, as well as a selection of partial search services.

We will partner with our clients throughout the entire search process and beyond, from assisting with position definition, to resolving terms of employment, to helping to ensure a smooth transition in leadership. In broad outline, our clients can expect us to provide the following services:

Assessment and Definition

We will conduct an extensive site visit during which we will meet with key individuals and groups whose knowledge, position and perspective can contribute to an in-depth assessment of the position and the organization.

We will write a detailed description of the position and the organization for broad distribution to individuals and organizations nationwide.

We will work with our client to develop an effective search strategy, including timeline, compensation guidelines, advertising and networking plan.

Research and Recruiting

We will network extensively, drawing on our own databases, professional associations, information online and other resources. Over the course of the search, we will reach out to hundreds of individuals, informing them of the opportunity through in-depth discussion of the position and the organization.

We will identify candidates whose background, accomplishments, personality and character are best suited to the position and the organization. We will recruit individuals not currently seeking a new position, and actively seek candidates from under-represented groups.

Evaluation

We will present a pool of highly qualified individuals to our client within a specified period of time and assist with the selection of candidates for interview.

We will advise on the structure of the interview process, providing questions, and, where appropriate, observing the interview process.

We will conduct extensive referencing as candidates move through the search process, presenting a comprehensive assessment on the basis of multiple conversations with supervisors, peers, staff, and colleagues.

Final Steps

We will help to facilitate open communication between our client and the final candidate and assist with the resolution of issues regarding terms or conditions of employment.

We will inform candidates not chosen for the position, as well as other relevant parties, of the outcome of the search.

We will remain in regular contact with our client and the final candidate after the search has closed, helping to ensure a smooth and successful transition in leadership.

SERVICES

PARTIAL-SEARCH

Pre-Search Consultation

We will conduct a site visit of one to two days, during which we will meet with individuals at or involved with the organization whose knowledge, position, and perspective can contribute to an in-depth assessment of the organization and the position. If appropriate, we will conduct benchmarking conversations with peer organizations to gather additional information and comparison data. Using this information, we will generate a confidential assessment of the organization, a detailed description of the position, and a recommended search strategy. This service helps the organization to clarify its goals for the position, to ensure buy-in from relevant constituencies, and to anticipate conflicts and confusion that may surface during the search. Clients who have created a new position in their organization or who anticipate challenges in recruiting may find this service particularly valuable.

Candidate Pool Supplementation

We will use our networks and other sources of information to identify additional candidates to expand and diversify the existing pool. We will provide and evaluate as many additional candidates as are needed to ensure the likelihood of a successful search.

Search Committee Consultation and Interview Training

We will assist our clients in developing an interview technique that is best suited to the position and the candidate, in many cases providing the exact questions that will result in the most productive interview. If desired, we will also participate in client interviews with candidates and help facilitate the decision-making process.

Referencing

We will engage in confidential conversations with individuals who have interacted with candidates in a variety of ways and at different points in their careers. Our aim is to give a complete and candid assessment of the candidates from multiple perspectives.

Recruitment Training for Human Resources Staff

Organizations typically retain search firms for senior-level searches, leaving mid-level manager recruitments to their human resources staff. We are available for a one-day consultation to help human resources staff design recruitment techniques and strategies that in-house staff can implement effectively and efficiently.

Speaking Engagements

We are available to make presentations on a variety of search-related topics to membership organizations as well as to individual institutions.

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