

# SEARCH SPECIFICATIONS



## ASSISTANT DEAN FOR DEVELOPMENT, COLLEGE OF ENGINEERING

PREPARED BY:

## THE OPPORTUNITY

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The University of Texas at Arlington (UTA) is seeking a highly accomplished Assistant Dean of Development to join the College of Engineering. This critical leadership role will be responsible for advancing fundraising and alumni relations efforts.

UTA's College of Engineering is known for its pioneering research in sustainable infrastructure systems, bioengineering and healthcare technologies, robotics and automation, energy systems, materials science/engineering and more. The successful candidate will have the opportunity to contribute to these groundbreaking initiatives and shape the future of these fields.

As the inaugural Assistant Dean for Development, the chosen candidate will play a vital role in securing significant financial support for the College's growth and advancement plans. Working closely with the Dean, faculty members and influential leaders, the successful candidate will develop innovative fundraising strategies to engage UTA's passionate alumni community.

Reporting to the Associate Vice President for Development and Principal Gifts, the Assistant Dean will focus on identifying and cultivating prospects to secure leadership gifts exceeding \$1 million for the College. The individual will also manage the College's Dean's Advisory Board and collaborate with members to maximize their philanthropy.

In addition, the Assistant Dean will collaborate with their development and alumni relations colleagues to maximize fundraising potential and alumni engagement. This includes working closely with regional gift officers, planned giving officers, corporate officers and foundation relations officers. The Assistant Dean will also work with the annual giving and alumni relations team to cultivate an engaged alumni network that shape the College's fundraising efforts and drive its growth.

This position allows for engaging with an alumni network, securing transformative gifts, and enhancing resources for research, student scholarships and innovative programs. By joining UTA's College of Engineering and this transformative journey, the chosen candidate will contribute to the advancement of engineering education and research.

# THE UNIVERSITY OF TEXAS AT ARLINGTON

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## MISSION

The University of Texas at Arlington is a comprehensive teaching, research and public service institution dedicated to the advancement of knowledge through scholarship and creative work.

The University is committed to providing access and ensuring student success, and to a culture of innovation, entrepreneurship and commercialization of discoveries by our community of scholars.

The University promotes lifelong learning through its academic, continuing education and experiential learning programs. The faculty, staff and student community shares diverse cultural values that foster inclusivity and cultivate mutual respect.

## VISION

The University of Texas at Arlington is a pre-eminent urban public research university that inspires bold solutions with global impact through creative scholarship, transformative access and collaborative learning.





## **EMPOWERING MINDS, TRANSFORMING FUTURES**

The University of Texas at Arlington (UTA) stands as a beacon of academic excellence and innovation in the heart of Arlington, TX. With a rich history dating back to 1895, UTA has grown into a world-class institution that is committed to empowering minds and transforming futures. Renowned for its diverse range of degree programs, cutting-edge research initiatives and unwavering dedication to student success, UTA offers an exceptional educational experience that prepares students for the challenges and opportunities of the modern world.

## **ACADEMIC EXCELLENCE**

At UTA, academic excellence is at the core of everything they do. With over 180 bachelor's, master's and doctoral programs across various disciplines – from engineering and business to nursing and liberal arts – students have access to a comprehensive range of educational pathways tailored to their interests and career aspirations. The university's distinguished faculty members are experts in their fields who foster an engaging learning environment through innovative teaching methods.

## **CUTTING-EDGE RESEARCH**

UTA is renowned for its groundbreaking research initiatives that push boundaries and drive innovation. The university actively encourages collaboration between faculty members and students in conducting impactful research across diverse fields such as healthcare technologies, sustainable energy solutions, artificial intelligence applications, urban planning strategies, social sciences advancements – just to name a few. Students have unparalleled opportunities to engage in hands-on research experiences that contribute towards solving real-world problems.

## STATE-OF-THE-ART FACILITIES

UTA boasts state-of-the-art facilities designed to enhance the learning experience for its students. From modern classrooms equipped with advanced technology tools to specialized laboratories outfitted with cutting-edge equipment – every aspect has been carefully crafted with student success in mind. The Central Library provides extensive resources both physically and digitally while offering quiet study spaces or collaborative areas for group projects.



## STUDENT SUPPORT SERVICES

Recognizing that each student's journey is unique; UTA provides comprehensive support services to ensure their success. Academic advisors guide students in selecting the right courses, mapping out their academic path and making informed decisions about their future. The Career Development Center offers career counseling, job fairs and internship opportunities to help students transition seamlessly into the professional world. Additionally, UTA provides a range of student organizations and extracurricular activities that foster personal growth and create a vibrant campus community.

## COMMUNITY ENGAGEMENT

UTA takes pride in its strong connection with the local community. Through partnerships with businesses, government agencies and nonprofit organizations, UTA actively contributes to the economic development and social well-being of Arlington and beyond. Students have access to numerous service-learning opportunities that allow them to apply their knowledge while making a positive impact on society.

The University of Texas at Arlington stands as an institution dedicated to empowering minds and transforming futures through academic excellence, cutting-edge research initiatives, state-of-the-art facilities, comprehensive student support services and active community engagement. With its diverse range of degree programs across various disciplines led by distinguished faculty members – UTA provides an exceptional educational experience that prepares students for success in today's rapidly evolving world. Join UTA's vibrant campus community where innovation meets opportunity – embark on a journey towards limitless possibilities at one of Texas' premier universities!



## **Access and Success**

Provide a supportive environment where students can flourish as scholars and citizens. Expand access to academic offerings, scholarship opportunities and other vital resources that prepare students to succeed and graduate.



## **Opportunity and Excellence**

Pursue the highest standards of excellence throughout every facet of the University. Provide all qualified students with opportunities to reap the benefits of the tremendous knowledge that exists at UTA.



## **Inclusiveness and Diversity**

Foster an inclusive environment that supports a diverse community of faculty, staff, and students. Encourage the exploration and discovery of the unfamiliar and promote the understanding of all viewpoints.



## **Mavericks and Innovators**

Ensure a culture of innovation, entrepreneurship and creativity that strengthens our Maverick nature. Cultivate an atmosphere that rewards curiosity and challenges conventional thought.



## **Collegiality and Collaboration**

Encourage a spirit of collegiality and camaraderie among all members of the UTA community. Champion partnerships and collaborative efforts that increase the University's impact on society.



# MEET THE PRESIDENT

## JENNIFER COWLEY, PH.D.

**Jennifer Cowley is the first female President for The University of Texas at Arlington and the 10th overall. She is also a professor of public affairs and planning in the College of Architecture, Planning and Public Affairs.**

Dr. Cowley is an advocate for public higher education and passionate about UTA's role in developing the Dallas-Fort Worth economy, society and culture by preparing the next generation of talent.

Cowley has dedicated her career to public service through leadership roles at national research universities, where she championed student success, engaged communities, created strategic collaborations and advanced innovation.

Before joining UT Arlington in 2022, she served as the provost and vice president for academic affairs for five years at the University of North Texas and 16 years at Ohio State University in a variety of capacities, including vice provost for capital planning and regional campuses, associate dean of the College of Engineering, head of city and regional planning and a professor.

Prior to entering academia, Cowley worked in city government in Amarillo and College Station. She earned a Ph.D. in urban and regional science, master's degree in urban planning, and bachelor's degree in political science from Texas A&M University and master's degrees in interdisciplinary studies and public administration from UNT. She is a fellow of the American Institute of Certified Planners and the National Academy of Public Administrators.

An Arlington native, Cowley and her husband, Jon, have a high-school-age son, Nathan.



# UTA AT A GLANCE

## STUDENTS FIRST

**NO. 1**

**PUBLIC SCHOOL IN DFW**  
(Wall Street Journal, 2024)

**NO. 5**

**IN THE NATION FOR UNDERGRADUATE ETHNIC DIVERSITY**  
(U.S. News & World Report, 2023)

**NO. 8**

**FOR DEGREES AWARDED TO MINORITY STUDENTS**  
(Diverse: Issues in Higher Education, 2023)

**NO. 3**

**IN TEXAS FOR ADVANCING SOCIAL MOBILITY**  
(U.S. News & World Report, 2024)

**NO. 1**

**BEST FOR VETS AMONG PUBLIC UNIVERSITIES**  
(Military Times, 2023)

## A TRADITION OF EXCELLENCE



### **R-1: DOCTORAL UNIVERSITIES—VERY HIGH RESEARCH ACTIVITY**

Designation by the Carnegie Classification of Institutions of Higher Education as a top doctoral research university in the U.S.



### **TOP 100 FOR INNOVATION**

No. 68 nationally for innovation, according to U.S. News & World Report's 2023 rankings.



### **NO. 8 FASTEST GROWING DOCTORAL PUBLIC INSTITUTION IN U.S.**

Ranked by the Chronicle of Higher Education's 2022 Almanac.



### **NO. 14 FOR SUSTAINABLE DEVELOPMENT GOALS**

Based on global initiatives encompassing education, human rights, public health, community development, and economic growth.

## AFFORDABILITY

### **TOP ONLINE VALUE**

Ranked No. 38 on College Consensus 2022 list of online colleges with best value.

### **HIGHEST PAID GRADUATES**

UTA graduates have the highest first-year median wage of any non-medical UT System Institution, according to a 2023 UT System survey on earnings for baccalaureate graduates working in Texas.

### **LOW DEBT AMONG GRADUATES**

No. 56 nationally for least amount of debt graduates, according to U.S. News & World Report's 2023 rankings.

## HIGHLY-RANKED ACADEMIC PROGRAMS



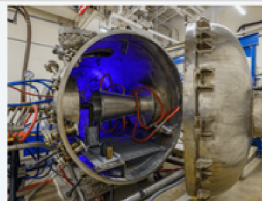
### **TOP 100 NURSING PROGRAM**

U.S. News & World Report's 2023 "Best Graduate Schools" list ranks the College of Nursing and Health Innovation's master's program No. 49 and the Doctor of Nursing Practice program No. 99 in the nation.



### **TOP GRADUATE PHYSICS PROGRAM**

U.S. News & World Report's 2023 "Best Graduate Schools" list ranks the College of Science's graduate program in physics No. 95 in the nation.



### **BEST AEROSPACE ENGINEERING PROGRAM**

U.S. News & World Report's 2023 "Best Graduate Schools" list ranks the College of Engineering graduate program in aerospace engineering No. 40.



### **BEST GRADUATE SCHOOLS LIST**

U.S. News & World Report's 2022-23 "Best Graduate Schools" rankings include 16 graduate programs at UTA.



### **#5 IN TEXAS FOR GRAPHIC DESIGN**

UTA ranked No. 5 in Texas among public schools and colleges, No. 32 nationally, and No. 8 in the Southwest, by Animation Career Review.



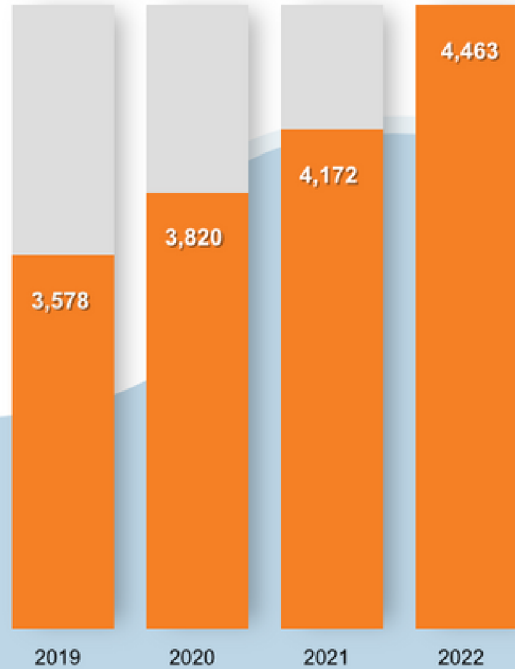


“UTA IS ALREADY A WORLD-CLASS UNIVERSITY, AND OUR COLLECTIVE FUTURE IS BRIMMING WITH POSSIBILITIES THAT CAN TAKE US TO NEW HEIGHTS.”

JENNIFER COWLEY  
PRESIDENT

# FIRST-TIME-IN-COLLEGE STUDENT GROWTH

FTIC ENROLLMENT



## BY THE NUMBERS

**16**

PROGRAMS LISTED ON "BEST GRADUATE SCHOOLS"

*U.S. News & World Report, 2023*

**#41**

ON LIST OF TOP PERFORMERS ON SOCIAL MOBILITY

*U.S. News & World Report, 2023*

**4<sup>th</sup>**

AMONG FOUR-YEAR UNIVERSITIES FOR VETERANS

*Military Times, 2022*

**#56**

FOR LEAST AMOUNT OF DEBT AMONG GRADUATES

*U.S. News & World Report, 2023*

**5<sup>th</sup>**

FOR UNDERGRADUATE ETHNIC DIVERSITY

*U.S. News & World Report, 2023*

## MAKING HEADLINES

Local and national media outlets shined a spotlight on UTA's research, academics, and faculty last year.



July 5, 2023

A first look inside Meow Wolf's immersive exhibit opening July 14 at Grapevine Mills

Featuring Art & Art History Department faculty art >



June 20, 2022

Ten weeks after escaping Kabul, a women's rights activist found herself in Texas without food, money, and three of her kids

Featuring Roshan Mashal (Gender, Women, & Sexuality Studies) >



June 16, 2023

The I-95 Collapse is a Tragic Reminder That U.S. Bridges are Still Built Without Fire Safety in Mind

Spotlighting Nur Yazdani's research (Civil Engineering) >



## COLLEGE OF ENGINEERING

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For more than 60 years, the UTA College of Engineering has provided highly-trained engineers for the workforce in North Texas and beyond. The College of Engineering faculty have distinguished themselves on a global stage and are fulfilling their mission to educate talented engineers who will immediately make an impact on their communities. The College of Engineering has long had a reputation for graduating students who enter the workforce ready to work and able to handle any situation that comes their way.

The College of Engineering is the most comprehensive engineering program in North Texas, with 11 baccalaureate, 13 Master's and nine doctoral programs. Students from around the world work with award-winning faculty in state-of-the-art facilities, acquiring the knowledge and skills they'll need to create viable solutions to the most pressing problems of today and the future.

### DEPARTMENTS

- [Bioengineering](#)
- [Civil Engineering](#)
- [Computer Science and Engineering](#)
- [Electrical Engineering](#)
- [Industrial, Manufacturing and Systems Engineering](#)
- [Materials Science and Engineering](#)
- [Mechanical and Aerospace Engineering](#)

# MEET THE DEAN FOR THE COLLEGE OF ENGINEERING

## PETER CROUCH, PH.D.

Peter E. Crouch joined UTA in August 2016 as dean of the nationally ranked College of Engineering and as a professor of electrical engineering. Since arriving he has pursued vigorous support for the UTA President's strategic vision for The University of Texas at Arlington, and the powerful growth of the University and the College. Developing the strategic links between the College and its stakeholders, especially in the DFW metro area, is one of his most important goals.

Dean Crouch has served a total of 21 years as dean of Arizona State University's Ira A. Fulton School of Engineering and dean of engineering at the University of Hawai'i at Mānoa. In his long tenure as a dean, Crouch has led significant enrollment growth, established strong partnerships with businesses and workforce leaders, established strong

relationships with community college systems and K-12 institutions, developed multidisciplinary relationships and programs between colleges and their faculties, and elevated the colleges' national rankings. He has helped secure millions of dollars in federal support for major research centers and has led expansion of engineering programs to China, India and Mexico, and enhanced online offerings for working professionals.

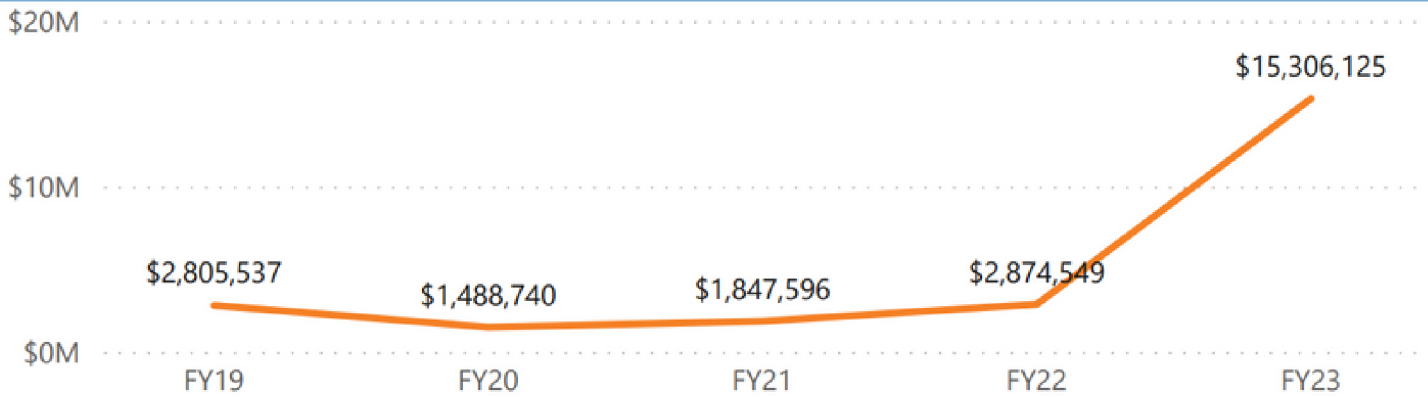
A native of England, Crouch earned his undergraduate degree in engineering science from Warwick University in Coventry in 1973, and his master's degree in control theory from Warwick the following year. Crouch then earned his Ph.D. in applied sciences from Harvard University in 1977.

In his previous roles, Crouch successfully enlisted the help and support of major corporations including Intel, Boeing, Northrop Grumman Corp., Motorola and others to advance excellence in engineering education. At ASU, he worked closely with university's leaders to secure the \$50 million naming gift for the Ira A. Fulton Schools of Engineering and helped lead the school into the top 50 in the U.S. News and World Report rankings.



# COLLEGE OF ENGINEERING FUNDRAISING SUMMARY

## Fundraising Trend

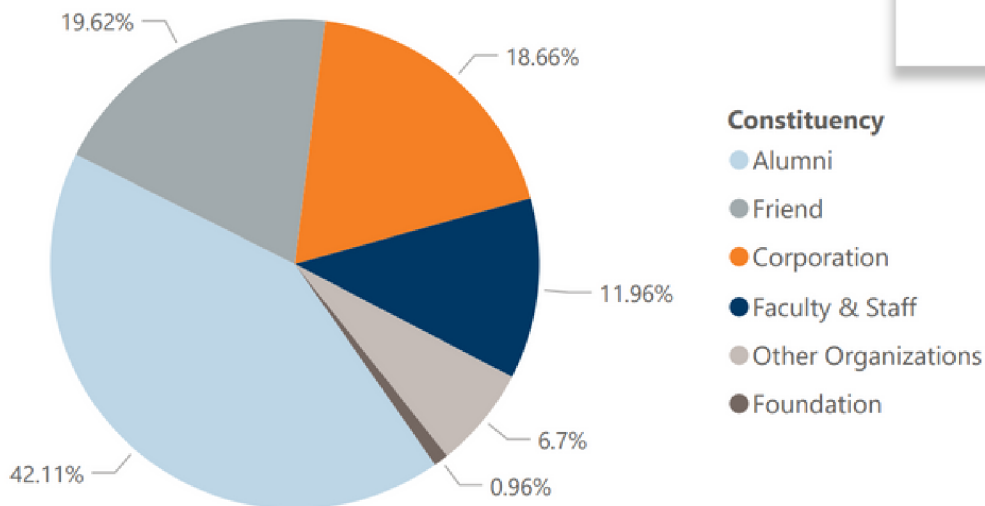


## Fundraising FY24 to 3.13.24

● Gifts Received ● New Pledges Outstanding ● New Revocable Bequest Intentions (FV)



## Donor Constituency FY24 to 3.13.24



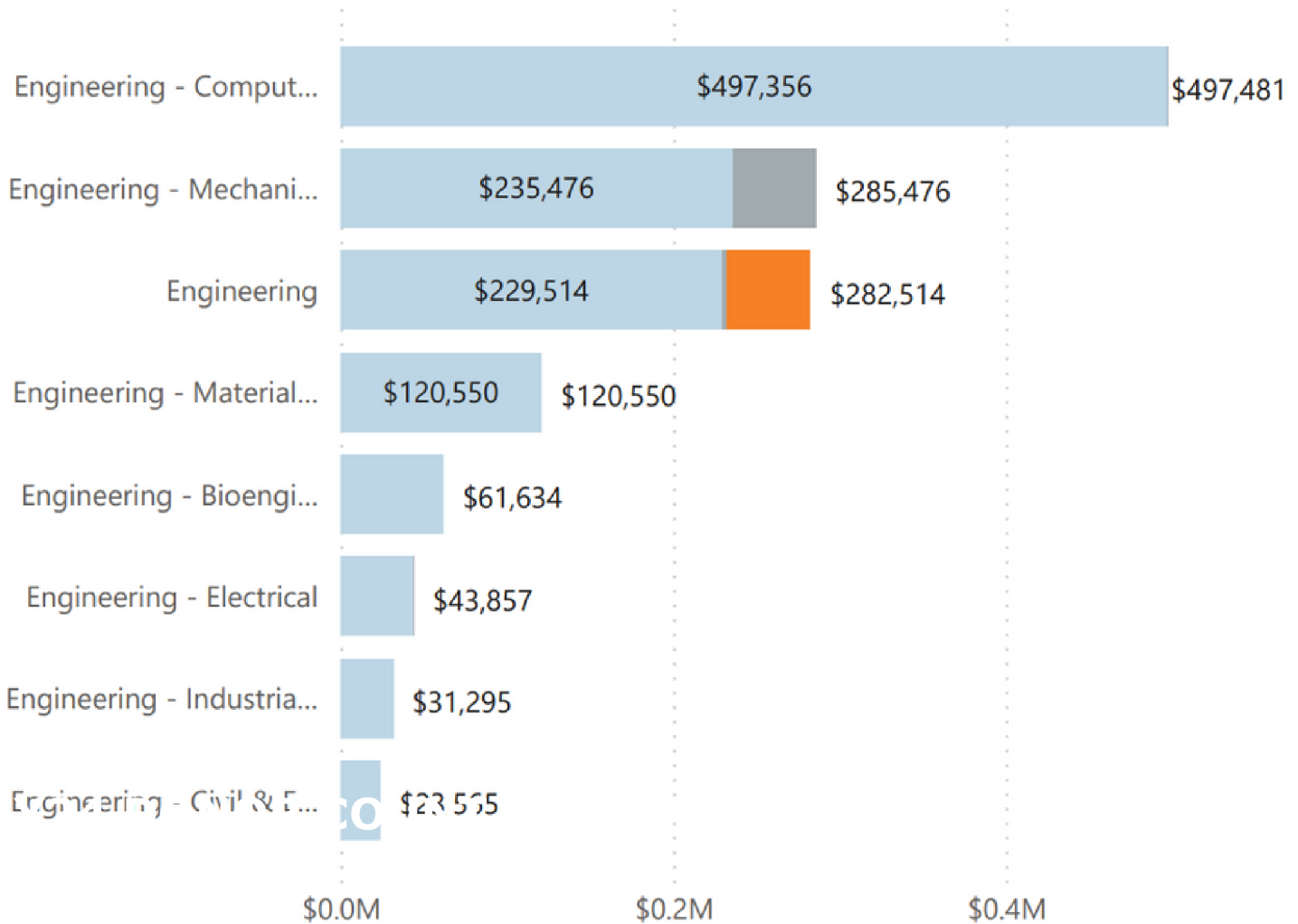
Donor Count FY24 to 3.13.24

207

# COLLEGE OF ENGINEERING FUNDRAISING SUMMARY

## FY24 Fundraising by Department to 3.13.24

● Gifts Received ● New Pledges Outstanding ● New Revocable Bequest Intentions (FV)

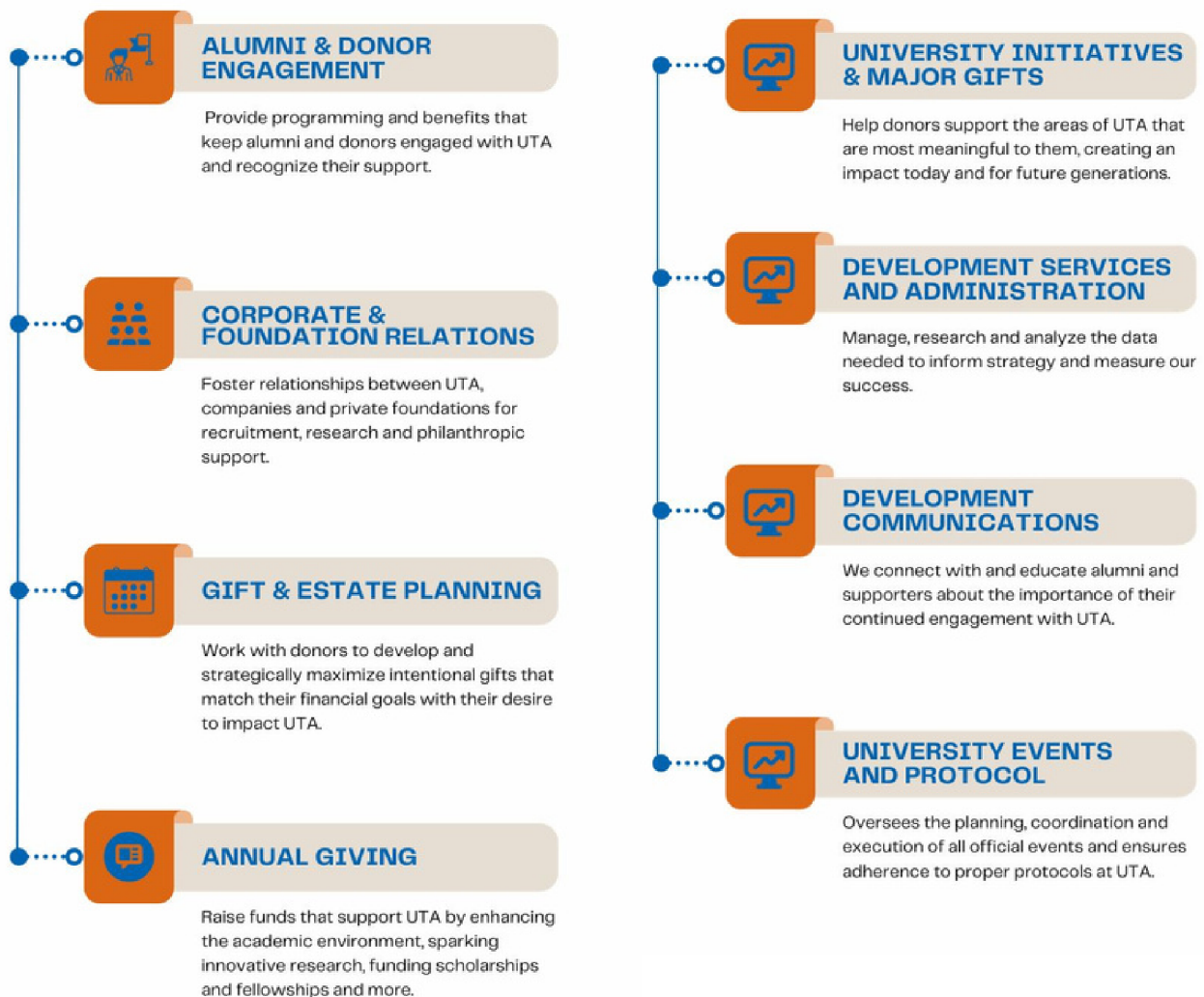


# OFFICE OF DEVELOPMENT & ALUMNI RELATIONS

Welcome to the vibrant world of the University of Texas at Arlington's Development and Alumni Relations Office, where they are dedicated to forging meaningful connections and creating extraordinary opportunities. The team thrives on bringing together alumni, donors and friends through captivating events, exclusive networking opportunities and compelling communications.

The office believes in the power of philanthropy to transform lives and takes pride in facilitating a wide range of gifts and pledges that make a lasting impact - from annual giving that fuels immediate needs to endowments and estate planning that leave a legacy for generations to come.

The goals extend beyond fundraising; we are committed to supporting the Maverick community as well as fulfilling our donors' philanthropic interests. By aligning their passions with UTA's mission, they create partnerships that drive innovation, foster academic excellence and empower students to reach their full potential.



# MEET THE VICE PRESIDENT FOR DEVELOPMENT & ALUMNI RELATIONS

## MARIE SCHULTZ



Marie Schultz joined the University of Texas at Arlington as Vice President for Development and Alumni Relations in November 2022. As the head of UTA's fundraising and alumni engagement efforts, she oversees a team of 55 staff members and leads efforts to engage and grow connections with alumni, donors and key institutional stakeholders while building and deepening relationships with corporate and industry partners.

Marie brings 27 years of experience in development to her role and previously served her alma mater, the University of California, Riverside holding various positions within the development office, including Executive Vice President for the University of California, Riverside Foundation and Associate Vice Chancellor for Development.

During her tenure at UC Riverside, Marie helped lead and close the university's first ever comprehensive campaign exceeding the \$300 million campaign goal by \$12 million. Under her leadership, UC Riverside experienced its two highest fundraising years with private philanthropic support surpassing \$42 million in 2021-22.

Marie's expertise lies in campaign fundraising, board development and alumni engagement. Holding an MBA with a concentration in information technology from the University of Redlands and a bachelor's degree in environmental science from UC Riverside, Marie is well-positioned to lead UTA's efforts to expand and grow philanthropic resources.

# MEET THE ASSOCIATE VICE PRESIDENT FOR DEVELOPMENT & PRINCIPAL GIFTS

## ROSE YOUNGBLOOD



Rose Youngblood is the Associate Vice President for Development and Principal Gifts at the University of Texas at Arlington, where she leads the unit development team and advances the strategic fundraising initiatives for the University, including principal gifts.

Prior to joining UT Arlington in 2015, Rose served nearly 11 years in University Development at Baylor University, her alma mater. Her interest in development originated from her time as a student caller and supervisor for the Baylor Annual Giving Call Center. She started her professional development career in annual giving before moving into major gift fundraising. As a senior director of development, Rose supervised a team of fundraisers and managed a robust portfolio.

She participated in capital campaigns and initiatives that brought transformative gifts to Baylor.

As a member of the Leadership Team in Development and Alumni Relations at UT Arlington, Rose nurtures a culture of collaboration that is metrics oriented and focused on reaching college-based fundraising goals and overarching strategic priorities while continuing to strengthen the infrastructure that supports fundraising. She works closely with the President, deans and university leaders to develop and implement fundraising strategies.

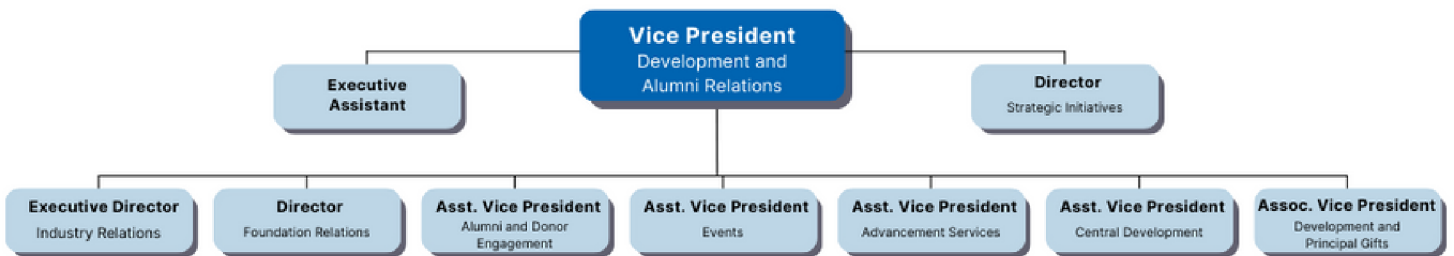
Rose's volunteer activities focus on breaking the cycle of poverty through education and mentoring. Most recently, she served as a mentor for YearUp and also presents about higher education at local middle schools. As a graduate and member of Leadership Fort Worth, she takes an active role in the supporting her community. She serves as a garden partner for the Southside Community Garden, harnessing her passion for gardening to provide mutual aid to her neighbors in underserved areas. Rose and her husband, Aaron, a cinematographer, live in Fort Worth, Texas.



# ORGANIZATIONAL CHARTS

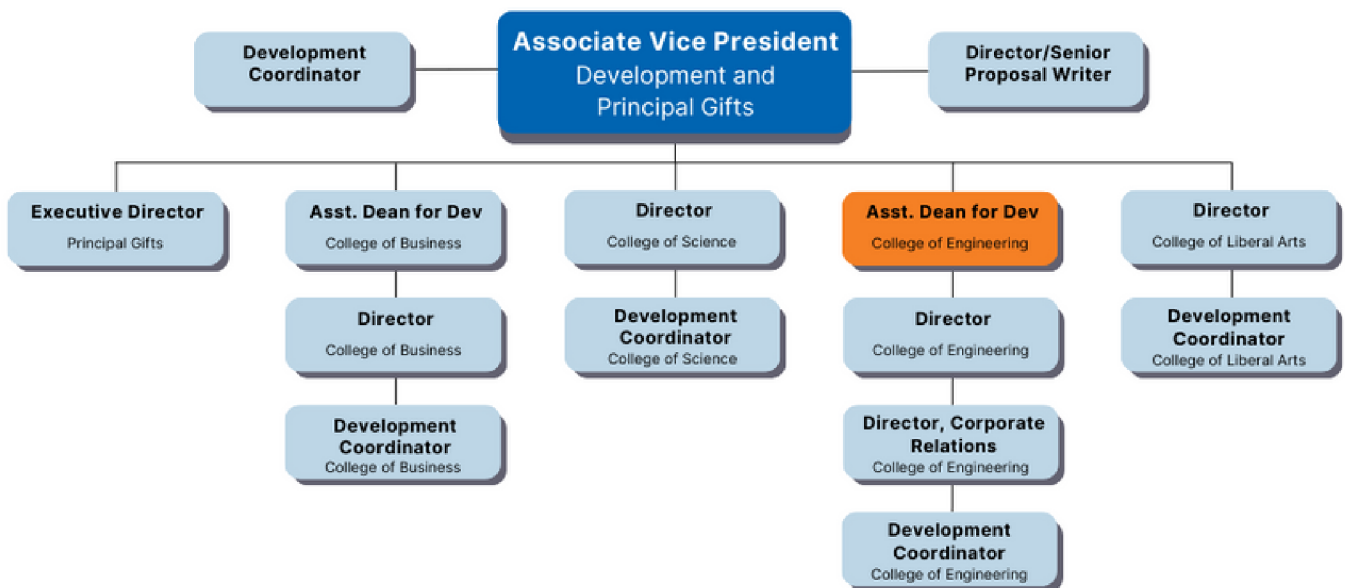
ORGANIZATIONAL CHART

EXECUTIVE TEAM



ORGANIZATIONAL CHART

DEVELOPMENT & PRINCIPAL GIFTS



# POSITION DESCRIPTION

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## OVERVIEW

The Assistant Dean of Development role with the College of Engineering presents an outstanding opportunity for an accomplished fundraising professional to lead and make a lasting impact at the nationally-renowned UTA College of Engineering.

The Assistant Dean will spearhead efforts to secure leadership and principal gifts for the College, with a focus on those exceeding \$1 million, contributing to its continued prominence. This role involves close collaboration with college leadership, external volunteers, and the Vice President for Development and Alumni Relations, offering the chance to shape and implement a comprehensive fundraising strategy.

The successful candidate will not only lead a high-performing team and actively manage a portfolio of major gift prospects but will also play a key role in the success of UTA's first comprehensive fundraising campaign. This position provides a unique platform to foster alumni engagement and philanthropy in alignment with the University's mission and values.

## ESSENTIAL JOB FUNCTIONS

- Actively build and maintain a portfolio of leadership and principal gift prospects for the College, utilizing exceptional skills in cultivating, soliciting and stewarding relationships.
- Work closely with the College's Dean's Advisory Board to maximize their philanthropy to the College's key strategic funding priorities and to create new principal level giving relationships that will yield significant fundraising outcomes.
- Interface with Dean and his leadership team on fundraising goals and the College's strategic initiatives while working with administrators and alumni to create broader visibility and image for the College.
- Serve as the leader of development and alumni relations for the College, utilize the school-based and central DAR colleagues and resources in an effort to maximize the fundraising potential and alumni engagement.
- Build, manage, and lead a high performing development team in the college.

## **MINIMUM QUALIFICATIONS**

- Bachelor's Degree from an accredited college or university and a minimum seven to 10 years of experience in major gift fundraising and with a solid track record of securing major and principal gifts or related and transferable experience from corporate, community or philanthropic organizations.
- A demonstrated ability to design and implement effective cultivation, solicitation and stewardship strategies.
- A very strong work ethic supported by commitment and follow-through.
- A strong commitment to the University and College's mission and values.
- Superior communication skills with the ability to speak credibly about higher education and the aspirations of the University and College and be able to deliver effective written and oral presentations.
- Experience in establishing measurable goals to increase fundraising results that are both aspirational and achievable; a proven track record of building and developing a high-level portfolio; outstanding and successful experience as a fundraiser, including comprehensive management of major and principal gifts prospects; the ability to manage complex relationships and be a proven collaborator with teamwork skills.
- The ability to work in a system that emphasizes measurable objectives, including goals and metrics for major gift activity and dollars raised; knowledge of principles and methods of development and overseeing diverse fundraising programs.

## **PREFERRED QUALIFICATIONS**

- Bachelor's degree from an accredited college or university and a minimum of 10 years of major and principal gifts development with a proven track record of success securing gifts at the six-figure level and higher.
- Experience managing volunteers.
- Prior work history at an institution of higher education.
- Prior experience fundraising for a College of Engineering or other academic unit.
- Experience with capital campaigns; knowledge of gift planning instruments and the ability to market them to alumni and other prospective donors.
- The ability to work with a diverse student body, staff and constituents is preferred.
- Exceptional reasoning, problem-solving and analytical skills, including an ability to translate ideas and concepts into clear, actionable steps.



## **ARLINGTON, TX**

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Welcome to Arlington, TX – a city that effortlessly combines the best of urban living with suburban charm. Whether you're considering a job opportunity or simply looking for a new place to call home, Arlington has something for everyone. From its vibrant city life and world-class sports venues to its thriving arts and culture scene, outdoor recreational opportunities, and friendly community spirit – this city is an absolute gem waiting to be explored.

The city offers an exciting blend of urban amenities and suburban tranquility. You'll find yourself immersed in a dynamic atmosphere where there's always something happening. From lively street festivals and concerts to bustling shopping districts and trendy restaurants, Arlington ensures that you never have a dull moment.

Arlington boasts an impressive arts and culture scene that caters to all tastes. The Arlington Museum of Art showcases captivating exhibitions from renowned artists while Theatre Arlington brings captivating performances to life on stage. Levitt Pavilion for Performing Arts hosts free concerts under the stars during summer evenings – perfect for enjoying music from various genres.

Arlington's strategic location between Dallas and Fort Worth is a major advantage. Just a short drive away from these bustling metropolises, you can easily access their unique attractions while enjoying the slightly quieter suburban lifestyle that Arlington offers. This proximity allows for endless possibilities when it comes to work opportunities, entertainment options and cultural experiences.

With its vibrant city life, world-class sports venues, thriving arts scene, outdoor recreational opportunities galore, friendly community spirit, proximity to major cities like Dallas and Fort Worth, Arlington is the best of both urban excitement and suburban charm in this welcoming Texan gem.

## APPLICATION PROCEDURE

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To be considered for the Assistant Dean for Development for the College of Engineering opportunity at the University of Texas at Arlington, please submit your letter of interest and qualifications for this position in confidence to Krystal Floyd. Priority will be given to candidate materials received by April 19, 2024.



**Krystal Floyd**  
**Senior Executive Recruiter**  
BRYANT GROUP  
kfloyd@bryantgrp.com



Bryant Group, based in Dallas, Texas, and with associates located across the United States, specializes in executive search and leadership consulting for higher education, healthcare and nonprofits. In 1988, Bryant Group founder, Chris Bryant, started one of the country's first search firms specializing in philanthropy recruitment. Now under the leadership of CEO Sally Bryant, the woman-owned firm has impacted more than 10,000 leaders and served more than 275 organizations.

Our commitment to people and our determination to live our values every day, in every conversation, make our firm unique. We like to think of it as being uncommon on purpose, which can be seen in the high level of service we provide our client in- executive search, leadership development and talent strategy.

**Visit our website today at [www.bryantgrp.com](http://www.bryantgrp.com) to learn more about how we can help you achieve your goals.**