PRESIDENT & CEO

LEADERSHIP SEARCH PROSPECTUS

Independent Colleges and Universities Benefits Association

"Better Benefits Through Collaboration"



Search Snapshot

ROLE
President & CEO

ORGANIZATION
Independent Colleges and Universities Benefits Association (ICUBA)

LOCATION
Florida

TOP PRIORITIES

- **Rebuild** alignment and trust across the Board, HRAC, vendors, and member institutions
- **Strengthen** financial stewardship, forecasting discipline, and reserve/fiduciary oversight
- **Drive** operational clarity: roles, rhythms, accountability, and service delivery
- **Set** and execute a pragmatic strategic roadmap for sustainable member value

IDEAL BACKGROUND

- **Executive** leader in a complex, multi-stakeholder environment; board-facing
- **Financial**/operational discipline; strong experience in financial forecasting; comfort with regulated and risk-bearing models
- **Benefits**/healthcare/insurance exposure helpful; MEWA experience valued

CarterBaldwin has been retained to partner with ICUBA's Board on this search. This prospectus is intended to provide candidates with a clear, candid view of the opportunity, context, and expectations for leadership impact.

About ICUBA

MISSION
Better Benefits Through Collaboration — high-quality, cost-effective benefits through collaboration with member schools and brand partners.

VISION
Better access to care so members engage with their benefits, driving improved population health and stronger outcomes.

VALUES
Fiscal Responsibility
Risk Mitigation
Conservative Growth
Member Value & Satisfaction

The Independent Colleges and Universities Benefits Association (ICUBA) is a nonprofit Florida corporation formed by participating educational employers to provide employee health and welfare benefits through a collaborative purchasing and risk-sharing model.

ICUBA sponsors a self-insured health plan and operates as a Multiple Employer Welfare Arrangement (MEWA) under ERISA and applicable Florida law. ICUBA is funded through a Voluntary Employees' Beneficiary Association (VEBA) intended to qualify for tax-exempt treatment under Internal Revenue Code Section 501(c)(9). Governed by a Board of Directors comprised of member institutions, ICUBA works closely with its Human Resources Advisory Committee (HRAC), consultants, carriers, and strategic vendor partners.

What ICUBA Delivers for Members

- **Manages** long-term healthcare costs through collective purchasing power
- **Improves** access to high-quality benefits and wellbeing programs
- **Strengthens** employee wellbeing across member campuses
- **Delivers** sophisticated benefits infrastructure typically available only to much larger organizations

With revenue of $143M, ICUBA serves 23 member institutions representing more than 15,000 covered lives — combining financial stewardship, collaborative governance, and high-touch service across Florida's independent educational community.

Member Institutions

ICUBA serves a distinguished consortium of independent educational institutions across Florida — from major research universities to renowned preparatory schools.

Barry University	Jacksonville Country Day School	St. Thomas University
Beacon College	Nova Southeastern University	San Jose Episcopal Day School
The Bolles School	Palm Beach Atlantic University	Tampa Preparatory School
Central Florida AHEC	Poynter Institute	Unity School
Everglades & Central FL AHEC	Rollins College	The University of Tampa
Florida Tech	Saint Edward's School	Warner University
Good Shepherd Episcopal School	Saint Leo University	Westminster Christian School
Grace Episcopal Day School	Saint Stephen's Episcopal School	

The Opportunity

> ***A rare chance to lead, stabilize, and shape the future of collaborative healthcare delivery for independent education in Florida.***

A Defining Moment

ICUBA stands at an important inflection point. For more than two decades, the organization has provided meaningful value to independent educational institutions across Florida — enabling member schools to access sophisticated benefits solutions that would often be difficult to secure independently. The organization has earned strong credibility among its members, built enduring vendor and partner relationships, and established a reputation for personalized service and thoughtful stewardship.



The Context for Change

- **Rising** healthcare costs and claims volatility requiring proactive financial strategy
- **Increasing** regulatory complexity under ERISA and Florida law
- **Evolving** workforce expectations among member institution employees
- **Growing** operational demands reshaping how ICUBA must lead and serve

Stakeholder Themes

Stakeholders have consistently expressed confidence in ICUBA's underlying model and mission while acknowledging the opportunity ahead for leadership engagement, strategic alignment, proactive communication, and operational discipline to successfully navigate the next chapter.

The Leadership Mandate

The next President and CEO will inherit an organization with strong foundational assets and significant opportunity for impact. This leader will stabilize and strengthen the organization, rebuild alignment and trust across constituencies, and position ICUBA for long-term sustainability and effectiveness. The role calls for someone capable of operating at both the strategic and operational levels — guiding complex board and stakeholder dynamics while also engaging directly in execution.



Key Leadership Priorities

The next President and CEO will be expected to lead across four interconnected domains from day one.

STRATEGIC LEADERSHIP & DIRECTION

- **Develop** and execute a clear long-term strategic roadmap
- **Shift** the organization from reactive to proactive planning
- **Identify** opportunities for innovation, growth, and improvement
- **Balance** disciplined risk management with forward-thinking leadership

FINANCIAL STEWARDSHIP

- **Strengthen** financial sustainability and operational efficiency
- **Lead** strategic conversations around claims management and plan design
- **Improve** forecasting and transparency around financial performance
- **Ensure** appropriate reserve management and fiduciary oversight

OPERATIONAL LEADERSHIP

- **Assess** organizational structure, talent alignment, and effectiveness
- **Build** systems and rhythms that improve execution and accountability
- **Lead** a lean but highly capable internal team
- **Foster** a collaborative, mission-oriented, service-driven culture

INDUSTRY LEADERSHIP & INNOVATION

- **Monitor** trends in healthcare, benefits, regulation, and risk
- **Represent** ICUBA externally with credibility and professionalism
- **Evaluate** emerging opportunities that enhance member value
- **Ensure** ICUBA remains competitive and strategically differentiated

Desired Experience & Qualifications

The ideal candidate will bring many of the following and will be evaluated holistically on their capacity to lead ICUBA through its next chapter.

Experience & Background



- **Executive** leadership experience in a complex, multi-stakeholder organization
- **Strong** financial and operational management capability
- **Experience** working with boards and governance structures
- **Expertise** with employee benefits, healthcare, insurance, or self-funded environments
- **Demonstrated** ability to lead through change, ambiguity, and organizational transition
- **Track** record of building trust, alignment, and organizational effectiveness
- **Experience** leading lean, high-accountability teams
- **Bachelor's** degree required; advanced degree or relevant certifications preferred

Direct MEWA experience is valued but not required. Exceptional candidates with transferable executive leadership capability and strong industry understanding are encouraged to apply.

Leadership Characteristics

The successful candidate will demonstrate:

- **Strategic** mindset
- **Operational** engagement
- **Executive** presence
- **Intellectual** curiosity
- **Entrepreneurial** orientation
- **Financial** discipline
- **Calm** and mature judgment
- **Decisiveness**
- **Transparency** and integrity
- **Collaborative** leadership
- **Adaptability**
- **Relationship-centered** leadership

Most importantly, the next President and CEO must be energized by the opportunity to lead, rebuild, innovate, and engage.

Location

The President and CEO must reside in or relocate to Florida and demonstrate a strong commitment to engagement with member institutions.



How to Apply

ICUBA has retained **CarterBaldwin Executive Search** to conduct this leadership search. We welcome nominations and applications, and we will treat all inquiries and candidate materials with discretion and confidentiality throughout the process.

To apply, please submit a résumé and a brief letter of interest outlining your alignment with this opportunity to ICUBAPres@carterbaldwin.com.

Confidential inquiries and questions about this search may be directed to:

Bill Peterson

PARTNER
678.448.0013
bpeterson@carterbaldwin.com

Stephanie Steele, PhD

CONSULTANT
678.894.1200
ssteele@carterbaldwin.com

