



**DARTMOUTH**

**CLASS OF 1968 SEMINAR**

**THE SEARCH FOR A NEW  
PRESIDENT OF THE COLLEGE**

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**Overview of Executive Search**

**Search in Seven Steps**

**Differentiators of Searches for Not-For-Profits**

**How Dartmouth is Positioned Competitively**

**Goals and Tasks for the New President**

**Career Experiences and Personal Traits Sought**

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**EXECUTIVE SEARCH**

**A \$12 Billion Multinational Industry**

**From Informal “Who do you know?” to  
Professional Consultants**

**From Rolodex to Artificial Intelligence**

**Disciplined, Information-Based Process**

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**SEARCH IN SEVEN STEPS**

**1 - STRATEGY DEVELOPMENT**

**Identify and Articulate Organization’s  
Current Status and Future Needs:**

**Culture/Values**

**Strategic Aspirations**

**Derive Profile of Ideal Candidate**

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**2 - CANDIDATE IDENTIFICATION**

**Proactive Search:**

**Proprietary Files**

**Targeted Sourcing**

**Online Research & Social Media**

**Advertising**

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**3 - CANDIDATE EVALUATION**

**Personal Interview by Consultant**

**Prior Knowledge/Sourcing**

**Public Information and Social Media**

**Preliminary References**

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**Present Candidate Pool to Client**

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**4 - CLIENT/CANDIDATE INTERVIEWS**

**Consultant Facilitation to Both Parties:**

**Pre- and Post-Interview Briefing and  
Follow Up**

**“Trusted Advisor” and Intermediary  
Regarding Match**

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**5 - REFERENCES AND VETTING**

**Deep Dive to Learn More:**

**Listed and Back Channel References**

**Professional Background Checks**

**Public and Social Media Research**

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**6 - COMPENSATION/RELATED NEGOTIATIONS**

**Consultant as “Honest Broker” Third Party:**

**Compensation, Benefits & Relocation**

**Refine Job Requirements**

**Family Needs & Unique Factors**

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**7 - TRANSITION AND ONBOARDING**

**Continue as Third Party Facilitator:**

**Monitor Transition and Coach Parties**

**Mediate Misunderstandings or  
Unanticipated Needs**

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**DIFFERENTIATORS**

**Not-for-profit organizations are value-bearing institutions for which mission delivery is the ultimate bottom line**

**Search protocols for such organizations, while generally following the Seven Steps model, differ in some salient ways**

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**CULTURAL ALIGNMENT**

**Are the values, temperament, career aspirations, and management and leadership qualities of candidates congruent with the culture/values and institutional aspirations of the organization?**

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**SEARCH COMMITTEES**

**Composed of trustees as well as other stakeholders (eg, faculty, staff, alumni) deemed representative of the organization's culture and institutional goals**

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**DIVERSITY, EQUITY AND INCLUSION**

**Candidate criteria and search committee composition typically reflect the organization's values regarding diversity, equity and inclusion**

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**TRANSPARENCY**

**Core activities of the search are executed in confidence by the search committee but the Strategy Development and Candidate Evaluation phases usually invite various types of stakeholder input**

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**THE DARTMOUTH PRESIDENT SEARCH**

**HOW DARTMOUTH IS POSITIONED  
COMPETITIVELY**

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**GOALS AND TASKS FOR THE NEW  
PRESIDENT OVER THE NEXT DECADE**

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**CAREER EXPERIENCES AND PERSONAL  
TRAITS SOUGHT IN CANDIDATES THAT  
ALIGN WITH DARTMOUTH'S CULTURE AND  
FUTURE NEEDS**

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