



CLASS OF 1968 SEMINAR THE SEARCH FOR A NEW PRESIDENT OF THE COLLEGE

FOR FURTHER INFORMATION

The Dartmouth Presidential Search and Opportunity Statement

https://www.dartmouth.edu/trustees/presidential_search/index.html

https://www.dartmouth.edu/trustees/presidential_search/psstatement.pdf

Overview of Executive Search

<https://www.aesc.org/insights/magazine/article/past-present-and-future-executive-search>

Isaacson-Miller and John Isaacson

<https://www.imsearch.com/>

<https://www.imsearch.com/people-details/20057>

Brigham Hill Consultancy and Linc Eldredge

<https://www.brighamhill.com/>

<https://www.brighamhill.com/our-people>



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OVERVIEW OF EXECUTIVE SEARCH

Executive Search Generally

Executive search has grown over the past century to become a \$12 billion industry and has evolved to include consultation in related areas such as succession planning, executive coaching, organizational culture shaping, and associated issues concerning the deployment of human assets.

At its core, executive search is the codification, rationalization, and systematization of what in former days executives sought from informal peer groups when asking for recommendations regarding whom to hire for senior positions. Put another way, the Rolodex has evolved into a disciplined, information-based process of recruiting key executives that is led by professional search consultants.

Search in Seven Steps

Broadly speaking, the process can be viewed as seven distinct, yet interrelated, steps ranging from the identification of the qualities sought in the new executive to the appointment and onboarding of the successful candidate:

1 Strategy Development Identify and articulate the client's acknowledged and underlying needs, any unstated agendas, and the cultural/values elements as well as leadership characteristics sought in candidates that will result in a successful search.

2 Candidate Identification Proactive Search: Use of proprietary files, soliciting recommendations from trusted sources, research exploiting on-line databases and social media, and probing other resources to identify prospective candidates beyond solely those who apply for a position.

3 Candidate Evaluation Including in-depth, face-to-face interviews by the consultant, public information review, and preliminary references, and then presenting a shortlist of candidates to the client.

4 Candidate/Client Interviews Consultant facilitates interviews between candidates and client to assure that each party will learn as much as possible about the other and thereby ensure a productive visit.

5 References and Vetting Proactive reference checks including people not provided by a candidate, public record investigations of civil and criminal histories, and social media reviews.

6 Negotiations Serving as an "honest broker" to provide objective intermediation of negotiations regarding compensation, benefits, relocation and related issues.

7 Transition/Onboarding Monitoring and otherwise facilitating the individual's move to the new organization and continuing to act as a third-party facilitator.

Unique Aspects of Searches for Not-for-Profit Organizations

Not-for-profit organizations are value-bearing institutions for which mission delivery rather than financial outcomes per se is the ultimate bottom line. Such searches typically follow the standard protocol but with particular emphasis on certain salient points:

Cultural Alignment: Are the values, personal temperament, career aspirations, and management and leadership qualities ("running and leading the enterprise") of the candidates congruent with the values and mission orientation of the hiring organization?

Search Committees, especially in the education field, are typically populated not only by trustees/directors (as is the case in the for-profit world), but also with other stakeholders (such as faculty, staff, alumni, and students) who are deemed to be representative of the organization's culture and institutional aspirations.

In most cases, there is an emphasis on the composition of the search committee reflecting the organization's values regarding **diversity, equity, and inclusion**.

Closed and Open. Whereas corporate searches for chief executives are almost always closed and entirely confidential, not-for-profit engagements typically begin with a high degree of public input from stakeholders before becoming closed and confidential during the candidate development stage, and eventually returning to an open format including meetings of finalists with stakeholders — with the latter often invited to provide their comments to the board as it considers its hiring decision.



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John Isaacson and Linc Eldredge
April 4, 2022

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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**