

How to Conduct an Effective Search for a New President

Preparing for Transition in Leadership

- **Narcisa A. Polonio**, ACCT Vice President, Education, Research & Board Leadership Services
- **Pamila Fisher**, ACCT Search Consultant
- **Marie Kane**, ACCT Search Consultant
- **Walter Bumphus**, ACCT Search Consultant
- **Julie Golder**, ACCT Program Specialist

Transition Planning



- The Board's role in successful transition
 - How to prepare to conduct a presidential search?
 - Are you addressing a future need or an immediate need?

How Should You Prepare for Transition in Leadership?

- Is it appropriate for the Board to conduct an analysis to determine the potential for transition in leadership?
 - Planned transition:
 - Due to retirement
 - Due to advancement to another position
 - Due to key leaders moving on
 - Unplanned:
 - Unexpected change in leadership due to events beyond anyone's control
 - Internal pressures

What Are the Questions You Should be Asking?

- Is the Board prepared to deal with transition in the leadership?
- Do you have a contingency plan?
- What is the right balance between preparing for the future and not giving out the wrong signals?
- How should the Board reach consensus on approach, timeline, leadership role and budget?

How to be ready for

- Procedures and guidelines:
 - Conduct an audit to determine preparedness for transition.
 - Are all necessary documents available and relevant?
- Values and culture:
 - What is important? What do you value? What cultural values do you reflect?
 - Identify the values that bring cohesion and progress to the College.
 - Do you invest the time in becoming a better informed, educated and effective Board?

The Search Profile Your Institutional Needs and Requirements

- Short-term, mid-range, and long-term objectives
- Who needs to be involved?
- Internal and external challenges
- Significant milestones for progress
- Community nuances and expectations
- Emerging organizational demands

The Search
Focused Leadership Qualities

Targeted CEO Profile:

- Ideal presidential qualifications
- Preferred personality traits/work-style
- Managerial orientation and approach
- Unique community expectations
- Values, philosophies and passions



ACCT

The Search
Search Committee

Select, Prepare and Charge the Search Committee:

- Establish key criteria
- Review applications promptly
- Rate candidates with consistent methodology
- Interview semi-finalists
- Recommend (3-5) finalists to Board

ACCT

The Search
Your Recruitment Initiatives

- Capitalize on high-impact activities
- Leverage market intelligence
- Maximize conference events
 - National Legislative Summit
 - Annual Leadership Congress
- Work smartly and discreetly
- Internal candidates
- Extensive background investigative work on finalists

Can you do this on your own?



ACCT

Resources available to the Board

- State Associations
- Peers
- ACCT

ACCT

What Role Should the Board Play in Preparing Future Community College Leaders?

- Leadership development at the presidential/chancellor level
 - Retention of good leaders
- Leadership development at the senior administrative level
 - Encouraging professional development
- College wide leadership development
 - Establishing a leadership institute

ACCT

Suggestions

- Plan a retreat
- Engage in confidential, frank and honest discussion with leadership
- Invest in development
 - Board
 - Leadership
 - College personnel at all levels

ACCT



Thank you!

For more information please contact:

Narcisa Polonio at Npolonio@acct.org

202.276.1983 (cell)

Or

Julie Golder at jgolder@acct.org

202.776 4466

ACCT