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Advancement Trailblazers: Recruiting Mission and Purpose Driven Leaders



An extension of development and fundraising in academic and non-profit organizations, 'advancement' leadership represents not only a change in the wording, but also in the skill set that is now required at the highest levels of these leading institutions.

In recent years, both sectors have shifted toward more integrated models of collaboration between communications, marketing, branding and development. To keep up, incoming leaders have brought along skill sets from the for-profit sector, including strategic planning, financial & operational expertise, and people management proficiency.

A Higher Calling

But when it comes to delivering on some of the more immeasurable goals of organizations within these two sectors, leaders who bring passion and purpose for a mission seem to be the ones winning more of these highly coveted top jobs. Managing the heightened demand are executive recruiters. Once considered an afterthought or adjunct service at larger search firms, recruiting for educational institutions and non-profits is now viewed as one of the most expansive sectors providing serious career paths for top industry leaders. As a result, it is now big business for search outfits, notably boutiques that specialize.

In academia, presidents and chancellors are selected from a broad-range of areas, but most have come from the corporate world. Now, as the call for mission-driven leaders rises, candidates are surfacing from some of the unlikeliest of places, including the military and religious communities, among others, where passion seems to be a part of their built-in DNA.

"Most search committees seek leaders who can advance both the business side and academic side of the institution to ensure a strong future," said Emily Parker Myers, CEO of **Myers McRae Executive Search and Consulting**, a specialist in the field serving clients in higher education and the non-profit sector. Still, Ms. Myers

said, while there is fierce competition for talent who can deliver measurable results, it is those offering a track record of managing a mission with conviction who are in highest demand.

Even when an institution has a strong internal candidate, said Ms. Myers, the college or university will often enlist a search firm to conduct a national search. "It eliminates the question of whether there was a better candidate outside the institution that should have been considered," said Ms. Myers. But, she added, "an outside search can build confidence in the internal candidate if selected." Either way, the hunt is on for fresh thinking and new approaches as institutions, and people themselves, evolve with a focus put on integrity and being able to inspire.

BY THE NUMBERS

Diversified Search: Experience in the Field

Has worked with more than **300** educational institutions and non-profits over a **40-year** span.

Bridging a Widening Talent Gap

Search firms of every stripe seem to be getting in on the action to help bridge a widening talent gap. Since launching its dedicated non-profit search practice, **Harvard Group International** has completed a number of key placements, including for Make-A-Wish Foundation chapters, the ALS Association, United Way Worldwide, and Boys & Girls Clubs chapters. "As the non-profit sector continues to grow and becomes exceedingly more complicated, we felt the need to establish a division that combines our non-profit search expertise with our expanding network of for-profit leaders," said founding partner Jeff McMahon.

The non-profit practice at **DHR International** provides senior level executive searches to a growing client list that now includes cultural organizations, international development and social service organizations, zoos and aquariums, gardens and arboreta, economic development organizations and trade association, foundations and educational organizations.

For universities, it is no different. "Institutions of higher learning are turning to executive search firms in droves to fill their top roles," said **Diversified Search** CEO Dale Jones. At a time with many academic leaders are retiring or leaving their posts to pursue other interests, he said, competition to replace them is intense. *(cont'd. to page 2)*

"Recruiters have the requisite skills to manage a process that at times can be unwieldy, but more importantly they can help to expand a university's reach and use their well-honed assessment skills to find the very best leaders in and out of higher education," said Mr. Jones. He said not only can recruiters consistently enhance candidate pools, but the best ones can bring individuals to the table who otherwise might not have entertained a new opportunity. Diversified Search has worked with more than 300 educational institutions and not-for-profit organizations over a 40-year span.

BY THE NUMBERS

Transformative Leaders for Mission-Driven Organizations

Isaacson, Miller has conducted some **5,600** placements over **34** years.

About **50%** of those have been in the education sector.

"The market for executive search in the university and college sector has expanded dramatically over the last 25 years," said Vivian Brocard, president of **Isaacson, Miller**, one of the leading recruiting specialists serving the needs of higher education institutional leadership. Nationally recognized for finding transformative leaders for mission-driven organizations, Isaacson, Miller has conducted some 5,600 placements over 34 years. Of those, about 2,800, or roughly half, have been in the education sector. It expects overall demand to increase in the coming decade as baby boomers retire and there remains continued flux within the higher education sector.

Mission Drives Strategy

"Historically, the concept of a 'mission' has been associated with faith-based organizations," said **Quick Leonard Kieffer** president and CEO Roger Quick. "Today, however, all types of organizations have recognized that a clear mission provides consistency, purpose and clarity and is an essential part of any strategic plan." Missions in and of themselves, he added, not only attract, engage and retain talent, "they help strengthen organizational culture, improve decision-making, enhance relationships and increase productivity." As a result, he said, "organizations across the academic and non-profit world are putting weight on recruiting leaders who recognize the importance of a strong mission, are committed to upholding that mission, and are capable of utilizing it to drive strategy and success." And this emphasis is not just limited to these two sectors, and this is driving demand way beyond the current talent supply lines.

One of the most recent examples occurred last month when the Girl Scouts of America retained Diversified Search to lead its search for a new executive officer. Founder and chairman Judith M. von Seldeneck is leading the assignment. It's a natural fit considering the search firm's track record with not-for-profit organizations over four decades. Just recently, the firm placed Stacey D. Stewart as president of the March of Dimes Foundation. She became the organization's first black president.

Stepping Into the Breach

New Demands On Functional Leaders

According to **Egon Zehnder**, U.S. universities are at an inflection point. The presidents of the largest American universities oversee budgets that rival those of the Fortune 1000 and the operations they command can include medical centers, real estate portfolios, and massive athletic programs. With that has come a new set of challenges. Universities operate within a rankings-based, rich-get-richer environment, according to the search firm, that fuels high levels of competition with other institutions.

But there is a fracturing of influence within universities. As a result, even if a university's provost or deans own academic strategy, it is functional leaders – those filling chief operating officer, CFO, general counsel, chief information officer, head of HR and similar senior positions – who hold outsized responsibility and influence.

The firm has identified four attributes as necessary for being the caliber of functional leader in demand today:

Strategic visionary. Creative, lateral thinking and curiosity are critical traits, as is the ability to make decisions in uncertainty and lead focused action.

Diplomat and influencer. The functional leader must work across a range of constituencies and broker compromises.

Culturally sensitive change agent. The functional leader must be able to synthesize a range of solutions, adapt them, and assure buy-in.

Team builder. The functional leader must be a good mentor.

Diversified has a woman chair and founder and an African-American CEO. "It's a mission for us," said Ms. von Seldeneck. "We care deeply about what we do and we see where it makes a difference as an organization in terms of quality of people. Making a culture match at the end of the day is still the name of this game."

The Girl Scouts is a youth organization for girls in the U.S. and American girls living abroad. The 104 year-old organization is looking for someone who can lead it while displaying compassion and inspiring a growing membership base. But candidates will be highly scrutinized for strong interpersonal and leadership skills who can also help expand its mission.

"This is a complex organization that needs people that have the basic skill sets in terms of finance, strategy, marketing and communications," said Ms. von Seldeneck. "They're looking for the same leadership qualities and competencies the for-profit sector is looking for. And today that includes being mission-driven as well as everything else."

Leaders Flocking

With a flurry of non-profits seeking top leaders in recent years, executives from all walks of corporate life continue to flock to the sector, hoping to transfer the skills they've honed in traditional business. That's led to complications for recruiters. Under varying degrees of pressure for fundraising, non-profits are pressed to find leaders who can play a major role driving that agenda.

"Non-profits are in many ways even more demanding than the private sector," said **Vetted Solutions** president and (cont'd. to page 3)

founder Jim Zaniello, whose executive search firm counts non-profits among its client roster. "They have large staffs, large memberships and large constituencies often with competing interests."

Nor is it totally understood just how much the non-profit sector has changed in recent years, said Kevin Chase, founder of the **Kevin Chase Executive Search Group** that works exclusively with not-for-profit clients. "There's a broader understanding of non-profit work," said Mr. Chase. "There's still a perception that you can go from corporate to non-profit because it's not as demanding. I think the opposite is true. Non-profit has become a more valid strategic career decision for people thinking about longtime career and impact."

Non-Profit Recruiting Specialist

Sector Expert Kevin Chase



Kevin Chase established **Kevin Chase Executive Search Group** with a simple vision in mind: to help advance the vital work of mission-based non-profit organizations by providing transformational leadership solutions and talent. The majority of his engagements are for executive director/CEO, senior development leaders, and board directors, though he has also conducted searches for C-level leaders of finance, operations, and programs.

Individuals focused on salary won't make good candidates for mission-driven jobs, according to Mr. Quick, whose executive search firm specializes in healthcare, academia and non-profits. "There is a dichotomy between being driven by mission and being driven by money," he said.

Mr. Quick added that mission-driven individuals are more likely to view that same job as their calling. "They are rarely doing these jobs for the money," he said. "In fact, we have seen many people willing to take a huge pay cut for a position that speaks to their passion. Faced with this financial risk, individuals in other industries who wish to focus on their passion must also wait until they are financially secure." If you're taking a job just for the money, added Ms. von Seldeneck, "the not-for-profit world is not for you."

Most candidates, and especially those with impressive credentials, will of course seek competitive salaries and benefits. Like everyone else, they have families to support and continue to view compensation as an indicator of career progress and organizational recognition.

"Non-profits recognize that in order to attract the caliber of leadership talent they need, market level compensation levels must be paid," said Mr. Zaniello. "Salaries, benefits and other forms of compensation must keep pace with the corporate sector." Search professionals, he said, must be an astute judge of this increasingly complex mix needed to land the ideal candidate.

At research colleges and universities where success relies on inspiring or motivating a faculty, it is rare to find a non-academic candidate. But not all candidates fit one size. Top university positions, which consist of largely political roles, *(cont'd. to page 4)*

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Ideal Candidate

Complex Skill Sets Required

Leaders who bring passion and purpose for a mission seem to be the ones winning more of the most highly coveted top jobs across the academic and non-profit sectors. In academia, presidents and chancellors are selected from a broad range of backgrounds, hailing mostly from the corporate world. But as the call for mission-driven leaders rises, candidates are surfacing from some of the unlikeliest of places. According to recruiters, while there is fierce competition for talent who can deliver measurable results, it is those offering a track record of managing a mission who are in highest demand. When an institution has a strong internal candidate, recruiters are often times enlisted to conduct a national search. This eliminates the question of whether there was a better candidate outside the institution that should have been considered. But, an outside recruiter can also offer something else: he or she can build confidence in the internal candidate if selected. Either way, the hunt is on for candidates with fresh thinking and new approaches.

Key Skills of Effective Non-Profit/Higher Education Leaders

Innovative and Creative Visionary

Strategic Minded with Philanthropic Focus

Consensus Builder

attract candidates with public service backgrounds, said Isaacson, Miller chair John Isaacson, an academic search specialist.

Mr. Isaacson cited the recent appointments of University of Texas System chairman William H. McRaven, a former United States Navy Admiral; University of North Carolina president Margaret Spellings, former Secretary of Education under President George W. Bush; and University of California System president Janet Napolitano, former United States Secretary of Homeland Security under President Barack Obama.

"There are several thousand colleges and universities. It is a distributed industry of small, even tiny players, relative to the market," said Mr. Isaacson. "Contrast that to aluminum or cars, where somewhere from one to four or five companies handle the whole market. Those are consolidated industries and very large companies, so succession planning is far easier. In a small place, it can be an accident of timing and talent if you happen to have a president of the right age and experience waiting in the wings. It's much easier in a big enterprise."

To ensure for a more successful recruitment process, search firms such as **Gilman Partners** – which has a 15-year track-record of working with a broad mix of non-profit clients for mission critical roles, including CEO, COO, CFO, executive director and chief development officer – provide hands-on support, from creating the job profile all the way through offer acceptance and onboarding.

Gilman Partners also uses an online behav-

(cont'd. to page 5)

ioral assessment and targeted interview questions to address any red flags along the hiring process chain. Of the senior leaders placed by Gilman, 96 percent are still with the same organization three years later, according to the firm, which formed a non-profit leadership practice under partners Barry Elkus and Karen Finan in August.

According to recruiters, effective leaders in the non-profit sector need to be creative and innovative visionaries who stay true to their

organization's mission. But that's only one piece of the puzzle.

They also need to be strategic business minds who can identify and motivate the key stakeholders whose philanthropy powers the engine. You can't just be one or the other anymore. "Many of the key skills that translate from the corporate world to the non-profit sector are related to relationship building and collaboration," said Mr. Quick. "And to mission."

Hunt Scanlon Top 50 Non-Profit & Higher Education Search Firms

AGB Search

[Wayne Anderson](#) (Higher Education)

Academic Search

[Jessica S. Kozloff](#) (Non-Profit/Higher Education)

Ballinger Leafblad

[Marcia Ballinger](#); [Lars Leafblad](#) (Non-Profit/Higher Education)

Berkhemer Clayton

[Ben Lambert](#) (Non-Profit/Higher Education)

BoardWalk Consulting

[Sam Pettway](#) (Non-Profit)

Bridge Partners

[Tory Clarke](#); [Janet Albert](#) (Non-Profit/Higher Education)

Brigham Hill Consultancy

[L. Lincoln Eldredge](#) (Non-Profit)

Caldwell Partners

[Harry Parslow](#) (Non-Profit/Higher Education)

Campbell & Company

[Marian Alexander DeBerry](#) (Non-Profit/Higher Education)

Carlson Beck

[Sally Carlson](#) (Non-Profit)

CarterBaldwin Executive Search

[Price Harding](#); [Bill Peterson](#) (Non-Profit/Higher Education)

Coleman Lew + Associates

[Charles E. Lew](#) (Non-Profit/Higher Education)

Diversified Search

[Andrew C. Wheeler](#) (Non-Profit/Higher Education)

DHR International

[James Abruzzo](#) (Non-Profit); [Jennifer Biehn](#) and [Monica Burton](#) (Higher Education)

Egon Zehnder

[Neil M. Hindle](#) (Non-Profit/Higher Education)

Faith Search Partners

[Ed Fry](#) (Non-Profit)

Gilman Partners

[Barry Elkus](#) (Non-Profit)

Greenwood/Asher & Associates

[Jan Greenwood](#); [Betty Turner Asher](#) (Non-Profit/Higher Education)

Harris Search Associates

[Jeffrey Harris](#) (Higher Education)

Harris Rand Lusk

[Jack Lusk](#) (Non-Profit/Higher Education)

Harvard Group International

[Cyndi Court](#) (Non-Profit/Higher Education)

Heidrick & Struggles

[Eric Joseph](#) (Non-Profit/Higher Education)

Howe-Lewis International

[Patty Greco](#); [Esther Rosenberg](#) (Non-Profit/Higher Education)

Isaacson, Miller

[John Isaacson](#) (Non-Profit/Higher Education)

JDG Associates

[Darren DeGioia](#) (Non-Profit/Higher Education)

Kaye/Bassman

[Trey Wright](#) (Higher Education)

Kevin Chase Executive Search

[Kevin Chase](#) (Non-Profit/Higher Education)

Kittleman & Associates

[Cory R. King](#) (Non-Profit/Higher Education)

Korn Ferry

[Charles Ingersoll](#) and [Divina Gamble](#) (Non-Profit); [Kenneth Kring](#) (Higher Education)

Koya Leadership Partners

[Katie Bouton](#) (Non-Profit/Higher Education)

LOIS L. LINDAUER SEARCHES

[Lois L. Lindauer](#) (Non-Profit/Higher Education)

Lochlin Partners

[Patrick Friel](#) (Non-Profit/Higher Education)

m/Oppenheim Associates

[Mark Oppenheim](#) (Non-Profit/Higher Education)

McCormack+Kristol

[Michelle Kristel](#) (Non-Profit)

Myers McRae

[Emily Parker Myers](#) (Non-Profit/Higher Education)

Neumann Executive Search Partners

[Elizabeth A. Neumann](#) (Higher Education)

Phillips Oppenheim

[Jane Phillips Donaldson](#); [Debra Oppenheim](#) (Non-Profit)

Pillar Search

[Cindy Joyce](#) (Non-Profit/Higher Education)

Quick Leonard Kieffer

[Roger Quick](#) (Non-Profit)

R. William Funk & Associates

[Robert William Funk](#) (Higher Education)

Russell Reynolds Associates

[Simon Kingston](#); [Mary Tydings](#) (Non-Profit/Higher Education)

Rusher Loscavio Fisher

[Robert Fisher](#); [Michael Loscavio](#) (Non-Profit/Higher Education)

Spano Pratt Executive Search

[Jamie Pratt](#) (Non-Profit/Higher Education)

Spencer Stuart

[Michele Haertel](#) (Non-Profit/Higher Education)

Storbeck/Pimentel & Associates

[Shelly Weiss Storbeck](#); [Alberto M. Pimentel](#) (Non-Profit/Higher Education)

Summit Search Solutions

[Carrie Coward](#) (Non-Profit/Higher Education)

TM2 Education Search

[Christopher Braswell](#) (Higher Education)

Vetted Solutions

[Jim Zaniello](#) (Non-Profit)

Witt/Kieffer

[A. Wayne Luke](#) (Non-Profit); [Robin Mamlet](#) (Higher Education)

ZRG Partners

[Jerry Bratkovich](#) (Non-Profit); [Paula Seibel](#) (Higher Education)

Q&A

Seeking Passionate, Consensus-Building Talent



*Jim Zaniello is president and founder of **Vetted Solutions**, a Washington, D.C.-based executive search firm specializing in serving the leadership needs of associations, non-profit organizations, hospitality and destination marketing industries. The firm focuses on recruiting board directors, CEOs and senior staff*

positions, providing personalized solutions tailored to each client's needs and employer brand.

In the following interview, Mr. Zaniello discusses the evolving nature of recruiting for the non-profit sector, the nuances for finding talent for his unique client base and what led him to a career in executive recruiting.

How many years ago did the non-profit sector begin to utilize search firms to fill key management positions?

The association and non-profit sectors have utilized executive search for years but really embraced us about 10 years ago. When I first got into this business, I was spending as much time explaining what search was as I was talking about the benefit of utilizing our firm. Today, top tier organizations view search as a true partner in ensuring the strongest leadership teams possible in order to achieve their mission and vision. I also think this has led the hospitality industry to embrace executive search more than ever which is why we recently moved into that space as well.

What types of positions are typical searches for Vetted Solutions?

We're a little bit different — we're as excited about a senior staff search as we are about a CEO assignment. At the moment, we're leading the CEO search for the Lighthouse for the Blind, an organization which provides jobs, training and vocational services to the blind, deaf-blind and multi-disabled blind while also working with the National Association of Public Health Statistics and Information Systems on its CEO search. Having recently completed the vice president, meetings positions for the Heart Rhythm Society and the American Chemical Society, we have a strong understanding of the talent in this area. Other typical searches for us are heads of government affairs, communications, membership or finance in these sectors.

Describe how foundations are structured and how much time do you spend with a foundation client in attempting to understand their culture? How do their cultures differ from those of traditional companies?

Like any organization, foundations are structured in many different ways and what they seek in terms of experience and credentials can vary significantly. When we conducted the CEO search for the El-Hibri Foundation, a stand-alone family foundation, we were seeking candidates with strong subject matter expertise in order to expand their work and their reach. As for the executive director

search we are conducting for the School Nutrition Foundation, a foundation affiliated with the School Nutrition Association, we are seeking individuals who have a strong track record in developing strategic partnerships and raising revenue.

What makes searching for top talent in the non-profit sector different from that of a for-profit C-level assignment?

In this sector, we need to find individuals who are not only incredible leaders with a track record of ensuring success on the revenue generation/business side but who are also excited by the mission of the organization. Boards of directors want to see and hear a candidate's passion for the work they will be engaged in — whether that is advancing the industry or having an impact on the lives of those served by the organization. We are also incredibly focused on the personality and behavioral traits that enhance success in the non-profit sector. Non-profits, as you can imagine, seek consensus builders who enjoy motivating others and who take greater pride in organizational success than their own.

To what extent do you go to the corporate sector to identify talent for a non-profit client?

Often when we are conducting a search to replace a long-serving association CEO, the board wants us to look at both association executives as well as executives from their own industry. We also see a request for corporate talent when conducting communications and marketing searches as well as business development searches. Interestingly, though, I think the greatest misunderstanding when approaching corporate executives is compensation. Today, large associations and non-profits have compensation structures more commensurate with the corporate sector than many realize.

Let's stay on the compensation theme. When did this change (meaning larger comp packages) and how has this enabled you to attract candidates because the compensation is commensurate with the corporate sector?

While it's been building steadily for the past 10 years, it's certainly been happening in earnest in the past five. Some of this is a result of the fact that as associations and non-profits have become more complex businesses, a different skill set is required. We're also seeing an increase in non-profits merging to ensure an increased amount of service delivery but also efficiencies of scale in terms of internal operations. Thus individuals in the non-profit sector with these experiences are in high demand and yet also pave the way for individuals from the corporate sector to be considered as well. When it comes to compensation and benefits for the CEO, we are seeing employment agreements as tight as those in the corporate sector and we are seeing an increased emphasis on additional and/or more sophisticated retirement benefits. Beyond that, non-profits are putting more of the CEO's compensation at risk — meaning that bonus potential is growing larger but with significantly increased performance measures. Boards are engaging in more meaningful conversations about metrics of success and savvy CEOs appreciate this.

Why Recruiters Fixate On Fundraising Skills

Nearly two million non-profit organizations employ approximately 10.7 million people and produce revenue in excess of \$1.9 trillion. That figure elevates non-profits as the third-largest employer. "One in 10 jobs in America is a non-profit job. It's a really significant economic contributor as a sector," said **BoardWalk Consulting** managing director Kathy Bremer, whose clients include global, national and local non-profits and foundations.

With companies being pressured to find leaders who can play a major role in fundraising, recruiters are scurrying to find talented candidates to satisfy the demand. "Pure fundraising has to pick up more and more of the burden for sustaining organizations and their missions," said Dennis Barden, a senior partner at **Witt/Kieffer** who works extensively on searches for college presidents and chancellors, chief academic officers, deans and other leadership in public and private institutions.

Competition is Fierce

Competition for fundraising dollars is fierce, especially as government funds for non-profits are diminishing and the competition for philanthropic giving is on the rise. "In academia, in which I do most of my work, raising student tuition simply isn't feasible or politically acceptable any more as an income strategy," said Mr. Barden.

"There is a saying in the not-for-profit world – 'no money, no mission,'" said Patrick Friel, a managing partner at **Lochlin Partners** who serves non-profit clients as well as those in government, technology, and professional services. "Many of these entities rely on raising funds to supply and/or augment their operating budget."

BY THE NUMBERS

Third Largest Sector Employer in the U.S.

Non-profits employ approximately **10.7 million** people and produce revenue in excess of **\$1.9 trillion**

According to Molly Brennan, a founding partner at **Koya Partners**, identifying and securing exceptional fundraisers with a true track record of success can be challenging because the talent pool is thin and the demand is high. "There is a great deal of competition for funding and foundations and high net worth donors are typically fielding (many) requests," said Ms. Brennan, who oversees the firm's search operations. "That's why it's critical for organizations to have a strong fundraising strategy that makes the case for investment."

Innovative and Creative

Effective leaders in the non-profit sector tend to be creative and innovative visionaries who stay true to their organization's mission. Above all else, they need to be strategic business minds who can identify and motivate the key stakeholders whose philanthropy pulls everything together. "Great fundraisers help connect the donor's desire to give with the organization's need," said Mr. Friel. "That sounds simple but philanthropy can be a delicate dance. Remember: 'no money, no mission.'"

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SPOTLIGHT

Purpose-Driven Focus Fuels Calibre One

Purpose-driven search firms specializing in placing senior-level executives offer up candidates who can foster innovation with meaningful impact. It is a relatively new recruiting specialty that is now in hot demand.

Venesa Klein, one of 11 partners at **Calibre One**, an international search firm with offices in San Francisco, Menlo Park, London, Singapore, Sydney and Shanghai, was put in charge of a new practice this fall that aims to align candidates with the right desire, personal values and skills to drive both positive financial and social impact with client companies focused on empowering employees.

As a growing number of companies look beyond their traditional bottom line, said Ms. Klein, “they are trying to incorporate a higher purpose into their success.” To that end, she said, “they are pursuing executives who can fulfill those requirements.”

The Race for a New Breed of Leaders

Once the domain of non-profits, companies of all sorts now find they can engage their workforces in different ways, resulting in a race for executives who focus as much on mission as they do on profit. “Leading with purpose can create a new path toward economic success and build value across all stakeholders,” said Ms. Klein. “It is critical within mission-driven organizations to understand their culture and then to find the right executives to match.”

Recently, she's met with executives and founders of companies who've decided to change the paradigm of how business is done in the world and that resonated with her. “At a very personal level, I realized I would be more satisfied as a professional search consultant working with companies that make a profit but that also make a personal impact.”

Recruiting for Nuances

Relating her experience with a current client that she declined to name, Ms. Klein detailed how a professional relationship can turn personal. “We work with profit-driven corporations mandated to be profitable and make a positive impact,” said Ms. Klein. “We're currently working with a company in grocery delivery allowing people to purchase holistic organic food online and having it delivered to your door. The mission is to make natural healthy products available to everybody at a price most people can afford.”

Ms. Klein said searches with purpose-driven mandates are more time-consuming. And while she agreed that more recruiters are being asked to fulfill them more often, not every recruiter comes to the party fully equipped to handle their nuances. “A typical search can take three to four months. I would expect we're going to bump that timeline out by a month with these sorts of searches,” said Ms. Klein. “They're more involved in the sense that we're getting to know people in a more holistic way. We always do reference checks, we always talk to people who have worked with someone in the past. But for these we now find talk to people who are not necessarily colleagues who know them well and have never worked with them,

Q&A

A Balancing Act



Venesa Klein focuses on placing senior level executives in organizations seeking to create innovation with meaningful impact. Here, she describes clients maintaining a healthy balance between making a profit and being purpose-driven.

Is the line becoming blurred as companies weigh the benefits of recruiting purpose-driven leaders and maintaining the bottom line?

I don't know that the line is blurred. Businesses today are not only trying to make a profit, they're also trying to make a positive impact. It's more of a shift that you can do good and make money, more of a defined line. Historically, you could only do this if you were a non-profit. That's changed now.

Describe your work with companies that are passionate about the causes they support.

I recruit for companies that are passionate about what I'm also passionate about outside of work. So, we like to focus on providing our search expertise to profit-driven companies mandated to be profitable and that make a positive impact. We're currently recruiting for a C-level position and seeking candidates with a high level of proven success, of course, but we're also looking for someone who shares the client's passion for providing healthy foods to the masses.

Are there a sufficient number of candidates in the talent pool?

There is no supply and demand problem. There is simply the need to find skilled executives who are in alignment with the purpose of the company and who are like-minded. The Millennial generation already represents the bulk of our workforce. In order to attract and retain that talent now and in the future, businesses have to be more than they've been and offer more than just profit. I see companies shifting over to the newer model of creating positive impact while doing everything else that they do.

but they have a point of view. It's just another layer of understanding who that person is.”

Without the proper alignment at the executive level, the drive to make an impact becomes diluted. Ms. Klein said it's therefore critical that purpose-driven organizations understand their culture and find the right executives to fit their specific needs.

But in the end, many of the pressure points seem to reside with the recruiters themselves. “How do you identify a candidate? Everybody's going to say they share that passion, or they have demonstrated it,” said Ms. Klein. “We recruit VP and C-level executives. Many quote success in their careers. But when they talk to us about a side passion, something they're really called to do, that really translates into, ‘I want to keep doing what I'm doing as CFO, CEO, operations officer etc., but I also want to do it for a company that I'm passionate about outside of work.’ So, we're seeking people who know where their passions are.”

Why Charitable Organizations Often Turn to Hybrid Leaders

According to recruiters, chief development officers are in demand as fundraising acumen and having an ability to drive growth are essential skills required to run non-profit and charitable enterprises.

When executive search firm **Lochlin Partners** placed Anthony Sciacca as chief development officer for Catholic Charities USA (CCUSA) recently, the incoming leader was charged with designing and implementing a comprehensive fundraising strategy and development program to achieve a high level of donations and grants from corporations and foundations, as well as to increase CCUSA's government grants.

Prior to joining Catholic Charities, Mr. Sciacca served as director of archdiocesan appeals at the Archdiocese of Los Angeles. He also held leadership roles during his tenure with Boys & Girls Clubs as well as the Catholic Education Foundation.

Non-Profit Background

"Most candidates typically have some form of fundraising experience in their background," said Lochlin Partners managing partner Patrick Friel. "This experience may have been gained from serving on a non-profit board or through a volunteer channel, rather than through their previous employment."

In leading the search for a new executive director for The Jane Goodall Institute (JGI), a world leader in protecting chimpanzees and conserving the planet while advancing the vision and work of Dr. Goodall through community-based conservation, research, education and advocacy, **BoardWalk Consulting** targeted a proven, mission-centered leader with exemplary planning, management and fundraising experience.

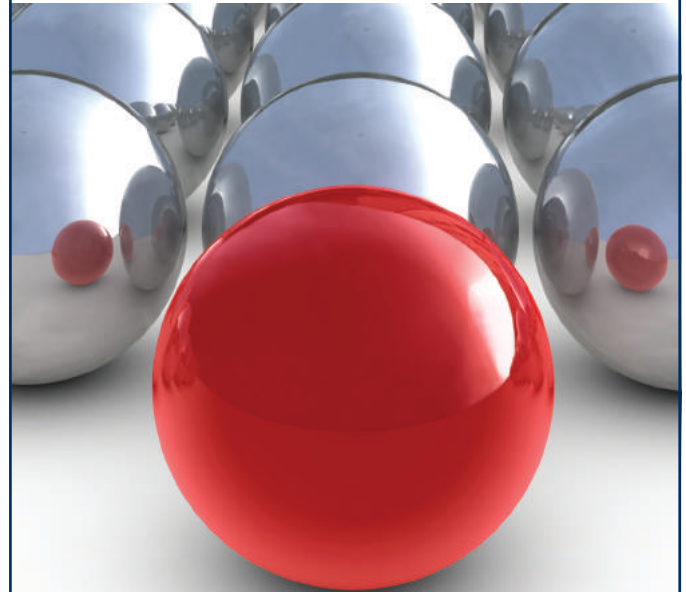
"When you have an organization like the Jane Goodall Institute, where there's a living founder in addition to all the capabilities you have to have, you've got to have the ability to really connect with that institutional leader," said BoardWalk managing director Kathy Bremer, who said the search is nearing a conclusion. "One of the key success factors I look for in a very real way is the mission and values of the founder, in addition to the capabilities and characteristics of the candidate. We're looking for that connection." Every non-profit has different needs at different times, added Ms. Bremer. "There's not one background that's essential. We almost always look for hybrid backgrounds where people have done more than one kind of thing."

Personal Connection

Currently recruiting for a senior position with the American Diabetes Association, **CarterBaldwin** partner Bill Peterson is seeking a personal connection among candidates to help the decision-making process. "I'm talking with candidates who have emerged that have some personal connection with diabetes and are anxious to seek a cure," said Mr. Peterson, who co-leads the search firm's non-profit and academic practice. "They may have a family member or be personally affected by diabetes. Talking to people impacted by the disease adds to the appeal to make contributions and contribute in a meaningful way."



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Recruitment of Academia Presidents On Rise

Reduced state funding, rising tuition costs, soaring student debt and decreased federal research funding have all contributed to a dramatic rise in the role search firms are playing in the recruitment of university presidents and chancellors.

Recruiters are adept at managing a process that can be fraught with political and financial intrigue as well as the usual amount of educational issues. Like for-profit leadership recruiting, the search for a university president or chancellor can become a laborious process lasting several months to half a year before a candidate is selected. But unlike searches for companies, academic assignments can and often do include the need to satisfy any number of constituencies – and that more than anything can complicate and lengthen the timeline.

Turning to Search

Search firms have wide-ranging connections extending beyond a school's reach to find top leaders in higher education. More importantly, recruiters possess the requisite skills to manage a process that at times can be unwieldy, and their well-honed assessment skills come into play more often for clients in this sector almost more than for any other.

"As leadership has become more crucial in financially-stressed situations, the academic world has turned more resolutely to us. It is now quite a widespread practice," said **Isaacson, Miller** chairman John Isaacson, a pioneering leader in the placement of academic leaders. He's recently taken on the search to find the next president for The Julliard School.

SURVEY RESULTS

Organizations Seeking Academic Leaders This Current Academic Year



According to data compiled by James Finklestein, a public policy professor at George Washington University, of 106 top job postings seeking higher education leaders for the current academic year, 82, or roughly three out of every four, relied on an outside search firm.

For Mr. Isaacson, whose firm has led president searches in recent years at such prestigious institutions as Duke, North Carolina, Vanderbilt, Illinois, NYU and Dartmouth, the complex role of university president can only be best compared to that of a politician responsible for the well-being of his constituency.

"It is full of free actors who can choose to work with you or against you," he said. "It has legislators who govern a chunk of your budget. Its donors must be inspired. Its students are at the age to stretch their wings, often in unfortunate but always vocal ways. Its faculty follow if inspired and make life impossible if they are not. It is like being the mayor of a very highly-educated, small city."

(cont'd. to page 11)



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The job of university president has always been seen as incredibly difficult, said **Academic Search** president Jessica Kozloff, who has been lead consultant on over 50 president, cabinet level and college dean searches since serving as president of Bloomsburg University of Pennsylvania from 1994 to 2007. "It's very much a combination of someone with an understanding of the mission and the commitment of the mission of the institution and someone with very strong management expertise."

Minority and Gender Gaps

But even for those who understand that prerequisite there can be roadblocks to entry. The absence of women and minorities at the president level is recognized by the American Council on Education, which releases its American College President study every five years. Its most recent study revealed that women represented just 26.4 percent of university presidents while the overall percentage of minority presidents was 12.8 percent. The percentage of African-American was even worse, standing at only 5.9 percent.

"Usually to become a president there are requirements that you've done some other things that's kind of like punching your ticket," said Ms. Kozloff. "It's been a slow process getting women and minorities into positions below the president post that have them look like they're qualified to take on the role." The lack of gaining access to those feeder roles is the primary issue at play, she said.

BY THE NUMBERS

Minority and Gender Gaps

Women represented just **26.4%** of university presidents

While the overall percentage of minority presidents was **12.8%**

The percentage of African-American stood only at **5.9%**

In the past five years, seven women have been selected for president or chancellor at both public and private universities, including two minorities, in searches conducted by **Myers McRae Executive Search and Consulting**. "One of the most significant numbers to watch (are) women and minorities selected as provosts and vice presidents," said its CEO, Emily Parker Myers. "These placements continue to increase, which positions them well for presidential and chancellor searches down the road."

Within the past year, the University of Texas System, led by Chancellor William H. McRaven, mandated that a candidate from an underrepresented group must be included in the final round of interviews for all senior administrative positions. The UT System is the largest institution of higher education in the nation to implement a system-wide policy to promote diversity among its senior leadership. McRaven modeled the policy after the Rooney Rule, which was implemented by the National Football League requiring league teams to interview minority candidates for head coaching and senior football operations jobs.

Four Hot Searches in the Non-Profit World

Isaacson, Miller Seeking Julliard's Seventh President



Executive search firm **Isaacson, Miller** has been retained by The Juilliard School to lead the search for its seventh president. For the last 32 years, Joseph Polisi has served as the organization's president. The school hopes to have a new leader in place by next summer.

Isaacson, Miller chairman John Isaacson is leading the search with vice president Sheryl Ash and associate Cortney Tunis.

Koya Leading CFO Search for Barack Obama Foundation

Executive search firm **Koya Leadership**

Partners has been retained by The Barack Obama Foundation to lead its search for a chief financial officer. Alison P. Ranney, managing director and Chicago office head, is leading the assignment on behalf of Koya. The firm has been advising the Obama Foundation informally and formally since early 2015. Once the Obamas decided to locate the Presidential Center in Chicago, the recruiting process slowly got underway.



Howe-Lewis Tapped to Lead Chief Advancement Searches

Executive search firm **Howe-Lewis**

International has been chosen by Friends of the High Line and the Sundance Institute to lead their searches for chief advancement officers (CAO). Howe-Lewis, a boutique recruiting firm based in New York, serves the not-for-profit and healthcare sectors with clients ranging from education, cultural arts, healthcare, and human services organizations to membership and advocacy groups and institutions. The firm is led by co-managing directors Patricia Anne Greco and Esther Rosenberg.



Lochlin Partners Places Chief Communications Officer



Search boutique **Lochlin Partners** has recruited former Defense Health Agency executive Tanya Bradsher as chief communications officer at the American Psychiatric Association (APA). Managing partners Patrick Friel and Liza Wright led the assignment.

In her new role, Ms. Bradsher will conceptualize, develop and implement an integrated strategic communications plan to advance APA's mission and goals. She will oversee all communications, public affairs, integrated marketing and member communications for the organization.

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Four Hot Searches in Academia

Brigham Hill Recruits National Cathedral School Leader



Executive search firm **Brigham Hill Consultancy** has placed Dr. Denise M. Brown-Allen into the joint roles of associate head of school and head of the upper school at National Cathedral School in Washington, D.C. She succeeds Dr. Sarah Pelmas, who recently joined Winsor School in Boston as its head, an assignment also completed by Brigham Hill this past spring. The search was led by consultant Jessica McCann and Brigham Hill founder Linc Eldredge.

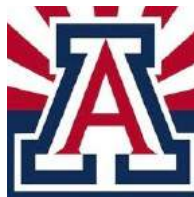
Heidrick & Struggles Leading President Search for Baylor

Baylor University has retained **Heidrick & Struggles** to embark on a national effort to find the university's 15th president. Past president, Kenneth Starr, resigned following a sexual assault scandal. Interim president David Garland, Ph.D., former dean of Baylor's George W. Truett Theological Seminary and professor of Christian Scriptures, took the helm of Baylor University in June. The next president of Baylor will lead efforts to restore the school's national reputation in higher education while rebuilding its tradition of Christian commitment.

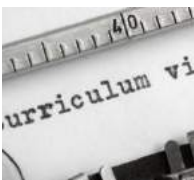


University of Arizona Taps R. William Funk to Recruit President

Executive search firm **R. William Funk & Associates** has been selected by the University of Arizona to find its next president. The board of regents previously announced UA president Ann Weaver Hart's decision not to seek an extension to her current contract as president. Recruiting firm founder and president R. William Funk will lead the assignment. His firm has recruited more presidents to AAU land-grant universities than any other search firm. He has deep experience recruiting leaders to universities with major health science and medical centers.



Ithaca College Taps Spencer Stuart for Next President



Ithaca College has retained **Spencer Stuart** to lead the search for its ninth president. Current president Tom Rochon will be retiring in July 2017. Heading the search will be Michele Haertel, who leads the higher education practice for Spencer Stuart, and consultant

Mary Gorman. Their most recent searches include recruiting new presidents for Colgate University and Middlebury College. Ms. Haertel's search efforts focus on leadership positions in research universities, liberal arts colleges, independent schools and non-profit organizations.



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