

# ABHE 76th ANNUAL MEETING

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## **Finding the Right Leaders: Effective Principles for Board & Executive Recruitment**

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ABHE Board Governance Coach



## **Finding the Right Leaders**

**What is the Most Important Decision  
a Board Ever Makes?**



# Finding the Right Leaders

## The Selection of a President!



## Finding the Right Leaders

**“ No decision of the Board, absolutely no decision, is more profound. Nothing comes in as a close second.”**

**Dr. David McKenna**

## Board Resources

- ▶ Trustee: *The Sacred Trust*
- ▶ Presidents: *Power to Lead & Grace to Follow*
- ▶ Board Chairs: *The Call of the Chair*



## **Presidential Selection: A Defining Moment**

**“ ... most important because the president is the personal agent of the board, to whom the board delegates its authority to manage (lead) and to administer the institution in accordance with board policies.”**

**Dr. David McKenna**



## Finding the Right Leaders

**“Everything rises and falls on leadership.”**

**Dr. John Maxwell**



# Finding the Right Leaders

## SEARCH PROCESS CONSIDERATIONS





# Finding the Right Leaders

**Who do we know?**



## **Finding the Right Leaders**

**Should we use a search consultant?**



## Finding the Right Leaders

**“Most boards are unprepared for leadership transition and at a loss to know how to conduct a search. The complexity of the process requires professional guidance.”**

**Dr. David McKenna**



# Finding the Right Leaders

## SEARCH PROCESS OPTIONS

- ▶ Institutionally Directed
- ▶ Professional Executive Search Firm
- ▶ Eclectic Process



# Finding the Right Leaders

## The Value Added of a Search Consultant

# Due Diligence

- ▶ Reference Checks
- ▶ Background Checks
  - ▶ Legal
  - ▶ Academic
  - ▶ Financial
  - ▶ Employment



# Finding the Right Leaders

**REMEMBER**



## **Finding the Right Leaders**

**The second most important decision a board ever makes: the selection of its chairperson.**





## **Finding the Right Leaders**

**The singular most important relationship contributing to a strong and effective board is the one between the board chair and the president.**



## **Finding the Right Leaders**

**Effective boards require strong leadership in the chairman.**



# Finding the Right Leaders

## BOARD CHAIR SELECTION PROCESS



## **Finding the Right Leaders**

**No one should be elected board chair without full approval of the president.**



## Finding the Right Leaders

**The third most important decision a board ever makes is: the selection of new board members.**



## **Finding the Right Leaders**

**The development of a highly effective board begins with the identification, recruitment, and selection of new trustees.**

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## Finding the Right Leaders

Effective boards require “strong” trustees who are:

- ▶ **Highly Capable**
- ▶ **Deeply Committed**
- ▶ **Fully Aligned with the Institution’s Mission**



## Finding the Right Leaders

**Effective Boards Maintain  
a Composition Matrix.**

*Caveat to Composition Matrix*





## **RECAP – The Board’s Three Most Important Decisions:**

- 1. The Selection of the President**
- 2. The Selection of the Board Chair**
- 3. The Selection of New Trustees**