



ISAACSON, MILLER

Academic Leadership Fellows
Summer Institute

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Navigating the Search Process

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About Me



Practice Expertise

- PreK-12 Education + Education Improvement
- Higher Education
- Nonprofit and Advocacy

Education

- BA | Emory University
- MA | Indiana University
- EdD | The George Washington University

About IM



RECRUITING

IM recruits senior leaders to mission-driven organizations in the U.S. and abroad. We have the largest higher education practice in the country.



CIVIC SECTOR

The civic sector serves as the guardian of our societal strength, and we have made its success our mission.



LEADERSHIP

We conduct 500 searches a year and have placed 9,500+ leadership roles over the last 42 years.



DIVERSITY

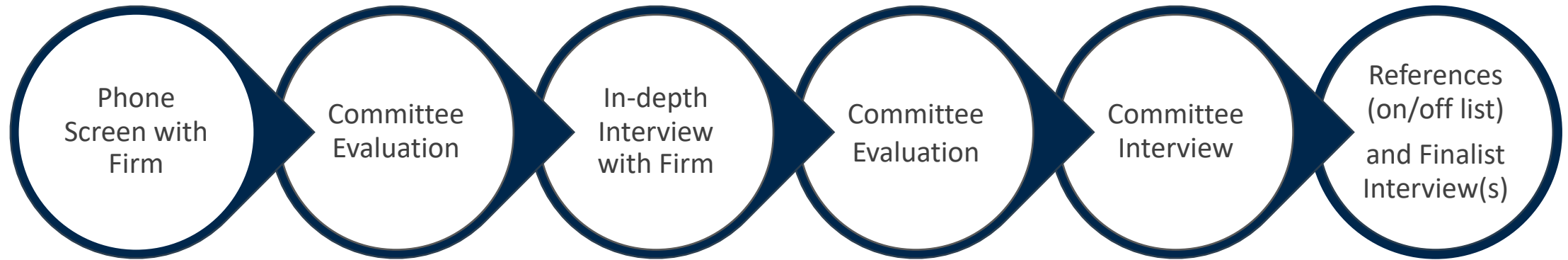
72% of our employees identify as women, 2% identify as non-binary or transgender, and 33% are people of color.

Our Commitment to Equity, Diversity, and Inclusion

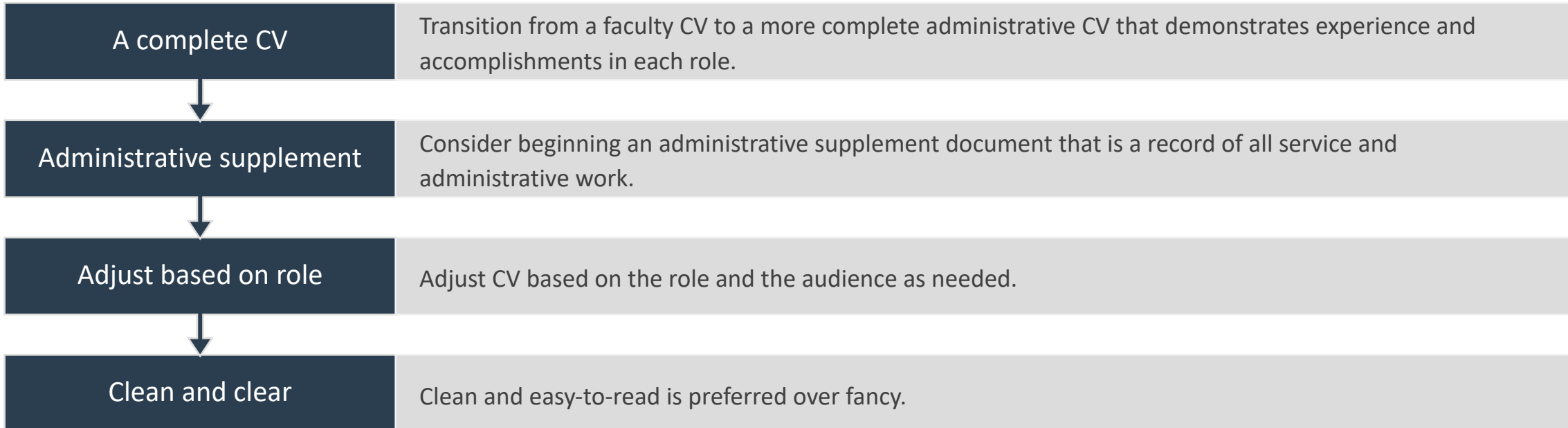
In every search, we work diligently to identify a diverse and inclusive pool of candidates, and our staff are trained and assessed on their success in delivering on this commitment to our clients.

- > We reach out to affinity groups and organizations representing diverse backgrounds and interests. Our database and research team position us to identify a broad pool of candidates.
- > We take great care in understanding our clients' EDI challenges and opportunities, so we can accurately represent and convey the organizational climate and mission to candidates in ways that attract candidates from historically marginalized groups.
- > Our demonstrated commitment to diversity continues to evolve as our networks of talented leaders deepen and mature. Our deep portfolio of work with Minority Serving Institutions and a nationally leading Chief Diversity Officer practice infuse the best practices we employ throughout the search.
- > We have a broad view of diversity, which is inclusive of but not limited to race, ethnicity, gender, sexual orientation, disability, and veteran status, among other groups. Our record of placing women and people of color into leadership roles leads the industry. In 2023, 55% of our placements identified as women and 37% were people of color.

Search Process Overview



Fine Tuning Your CV



Guide to Interviewing: Before the Interview

- > Understand the format of the interview.
- > Focus on the opportunities/challenges or roles/responsibilities.
- > Read up on the background of the individuals or groups that will be in the interview.
- > Practice your power pose or centering practice (e.g. yoga, meditation, prayer) prior to starting the interview.
- > Prepare for a strong opening and closing.

Guide to Interviewing: In the Interview

- > Be authentic and somewhat vulnerable yet professional.
- > Find opportunities to connect with the interviewer that feel natural.
- > Tactical vs. strategic: be prepared to share not only your philosophy but also concrete, specific examples.
- > Manage time wisely.
- > Deliver a strong opening and closing statements and ask thoughtful questions.
- > Don't be afraid to say you want the job!

Exercise: Introductory Statement

Take 3-5 minutes to tell us why you are interested in this role and how your background has prepared you for this position.

- > Don't regurgitate CV/Letter of Interest.
- > Don't read your opening statement
- > Don't forget to say why you are interested.
- > Make it a thematic overview of your career.
- > Where relevant, share aspects of background/upbringing that inform who you are as a professional.

Exercise: Questions for the Committee

- > Review available materials and websites to ensure you aren't asking questions that you should know the answer to had you done your research.
- > Ask thought provoking questions that give you a sense of how the interviewer(s) views the role and their hopes for the successful candidate.
- > If it's a panel/committee interview, ask questions that get everyone engaged and don't forget the students/staff if it's a mostly faculty committee.
- > LISTEN to the responses. Don't be eager to jump to the next question.
- > Don't waste time asking about logistics/next steps.

Dos and Don'ts of Search Firm Engagement

- > **Do** use search consultants as advisors and advocates who know the client well and what they are seeking in the role
- > Do ask for guidance on the process and ask the “embarrassing” questions
- > Do treat interactions as an extension of the interview process
- > Do be honest, authentic, kind and understanding
- > Do share concerns or questions about things that will matter should you be extended an offer

- > **Don't** confuse prep with coaching
- > Don't treat the consultant as a therapist or life coach
- > Don't mislead the consultant
- > Don't attempt to hide publicly available information about past controversies
- > Don't burn bridges

Conclusion

Questions and Discussion