

THE CACE WAY

LEADERSHIP
STAFFING
SEARCH
PROCESS

Why CACE?

- 1** We guarantee our work. You will notice in our contract that we will work until the vacancy is filled, and in the situation where the candidate leaves after one year or is let go, CACE will re-engage the process at no cost.
- 2** We will bring you candidates you will not find on your own. The CACE network is a broad one, and covers faith-based schools from around the world. When we source your position to our network, you can be sure that the right people are taking a good look at your opportunity.
- 3** We love faith-based schools. We work at faith-based schools, send our children and grandchildren to faith-based schools, and want to offer our search process as an offering, holy and acceptable to the restorative work God has called faith-based schools to participate in.
- 4** We help you on-board the new leader. Our process not only gives the new leader a running start, it encourages the leadership team to use their strengths to further enhance the mission and vision of your school.

Appreciative Inquiry

When you engage the Center for the Advancement of Christian Education in a leadership search, we start with a thorough orientation of your school community and those involved in the hiring decision: we explain the search process and CACE's role. Then we help you design a strategy for your particular search, suggest a timeline, and recommend who should be involved in each step along the way.

We also devote considerable effort to understanding your organization and the factors affecting the hiring decision. That effort involves collecting data from various groups within your organization, such as faculty, staff, constituents (including key donors), and students (if appropriate). We solicit input from anyone whose perspectives might be beneficial to identify the knowledge, skills, and dispositions needed by the next leader. Our process involves Appreciative Inquiry, a change management approach of identifying what is working well, analyzing why it is working well, and then doing more of it. The opportunity to bring in a new leader is a unique leverage point for a school that seeks to create an academic culture that honors and glorifies God.

The Knowledge, Skills, and Dispositions

To refine the real expectations for the position, CACE conducts a series of guided interviews aimed at helping the board and other parts of the school body articulate their thoughts and concerns about the position of leadership they are seeking to fill. We synthesize that information into three categories: knowledge, skills, and dispositions. These categories are very helpful in creating a candidate profile and eventually comparing potential candidates to that leadership description.




Opportunity Profile

The Opportunity Profile is a marketing vehicle CACE uses to publicize the position and attract potential candidates. We post the profile on several school leadership job boards where readers can review your school's profile and the actual job description. The post also directs viewers to your organization's website for additional information. The look and feel of this piece is a strategic part of the search; it is designed to attract the ideal candidate.

The Opportunity Profile contains instructions for those who want to apply for the position. The application will contain several open-ended questions that require a written response. We find that the responses to those questions reveal more about candidates than what typically appears on their résumés; these responses help determine which candidates to interview.

Marketing Platform

In addition to the Opportunity Profile, CACE will conduct an aggressive marketing campaign to attract potential candidates. Among the means we employ are the following:

-  Personal emails to targeted segments of our database as well as the names recommended through the school surveys and focus groups
-  Mutually agreed-upon print and/or web advertising
-  A campaign of telephone sourcing calls

"Sourcing" means finding and assembling a pool of candidates. We take a proactive approach by networking and reaching out to potential candidates, using leads generated from the Opportunity Profile, and other sources. Our goal through this process is to ensure that the right candidate is aware of the position and has been strongly encouraged to prayerfully consider applying.

Analysis and Recommendations

The first step in this process is to have each member of the search team use CACE's standardized rubric to identify which candidates rise to the top based on their applications. When the pool of candidates is narrowed to the top three to five candidates, it is time to thoroughly compare each candidate's knowledge, skills, and dispositions with the expectations for the position. We will invite each of the finalists to complete the StrengthsFinder Assessment to identify strengths and consider how candidates' strengths would complement those of the existing leadership team. CACE will then make recommendations to the board as to whom we feel would be the best candidates to bring in for on-campus interviews. We are willing and able to facilitate that part of the process as well if desired.

Onboarding the New Leader

Once the hiring decision has been made, CACE is available to assist with the leadership transition. We can help your new leader get up to speed quickly on the culture and dynamics of your school. We can also coach the board, leadership team, and office staff in understanding what to expect and how to work with his/her leadership style. An optional part of this onboarding process is to use the Core Clarity process, which helps people and teams tap into their talents so that they can work more productively, live more fully, and enjoy the calling of their new work.

Contact Tim Van Soelen at **712.441.4958** or **tim.vansoelen@cace.org** to find your next Christian school leader!



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