

EXECUTIVE TRANSITIONS: THE BOARD'S ROLE IN SEARCHING FOR, HIRING & SUPPORTING A NEW EXECUTIVE DIRECTOR



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BOARD RESPONSIBILITIES

1. Ensure Legal & Ethical Integrity
2. Build a Competent Board
3. Determine Mission, Vision & Purpose
Ensure Effective Planning
Monitor Program & Service Quality
4. Protect Assets, Manage Resources Wisely & Ensure Fiscal Oversight
5. Ensure Adequate Resources
6. Enhance the Nonprofit's Public Standing
7. Hire, Support, Monitor & Evaluate the Chief Executive



PREPARING FOR THE INEVITABLE:

A SUCCESSION READINESS CHECKLIST

Source: Succession Planning for NPOs by Annie E. Casey Fdtn
<https://www.aecf.org/resources/building-leaderful-organizations>

These conditions help ensure a relatively smooth transition to new leadership whenever it might occur.



1. A **strategic plan** with goals and objectives for the near term (3 years), including objectives for leadership talent development.
2. The board **evaluates the executive director annually** on achievement of strategic goals.
3. The board, based on its annual self-evaluation, is satisfactorily performing its major **governance** jobs—financial oversight, executive support, policy development, & strategic planning.
4. The executive's **direct reports**, per annual evaluations, are **judged as solidly skilled** for their positions.
5. The top management cohort, as a high performing team:
 - Has a **solid team culture** in place. Members support each another & reach group decisions efficiently & harmoniously
 - **Shares leadership** of the organization with the executive, having significant input to major decisions
 - Can **lead the organization** in the absence of the executive
 - Has **authority** to make and carry out decisions within their respective areas of responsibility.
6. Another staff person or board member shares important **external relationships** (major donors, funders, community leaders) maintained by the executive director.
7. A **financial reserve** is in place with a minimum of 6-12 months' operating funding.
8. **Financial systems** meet industry standards. Financial reports are up to date and provide the data needed by the board and senior managers responsible for the organization's financial strength and viability.
9. **Operational manuals** exist for key administrative systems. They are easily accessible and up to date.
10. Top program staff have **documented** their key activities in writing and have identified **another staff person** who can carry their duties in an emergency.

SUCCESSION PLANNING SCENARIOS

1. Sudden Absence
2. Medical Urgency/Emergency
3. Retirement Within a Few Months
4. Planned Retirement Within a Few Years



SEARCH PROCESS CONSIDERATION
hiring a search firm vs doing on own

SUCCESSION PLANNING RESOURCES

Council on Nonprofits

<https://www.councilofnonprofits.org/tools-resources/successionplanning-nonprofits>

Five Steps to Stronger Succession Planning in Non-Profits

<http://www.afpnet.org/ResourceCenter/ArticleDetail.cfm?ItemNumber=33951>

Succession Planning for Non-Profits of All Sizes

<http://www.blueavocado.org/content/succession-planningnonprofits-all-sizes>

Non-Profit Succession Planning

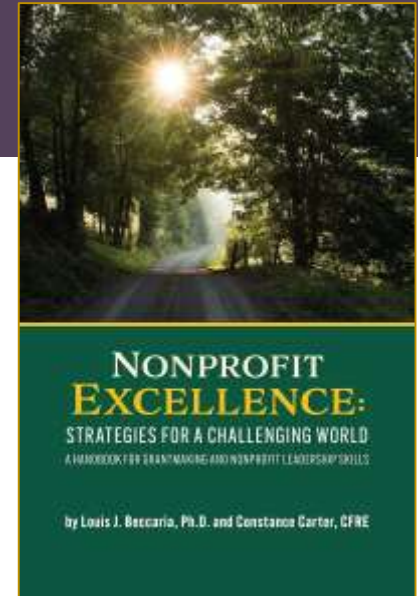
<https://cnmsocal.org/wp-content/uploads/2014/06/SUCCESSIONParticipants-Guide-FINAL-REV-for-501c-2014.pdf>

Nonprofit Leadership Transition and Development Guide *by Tom Adams*

<http://www.transitionguides.com/the-nonprofit-leadership-transitionand-development-guide>

Non-Profit Executive Succession Planning Toolkit

<https://www.kansascityfed.org/publicat/community/Nonprofit-Executive-Succession-Planning-Toolkit.pdf>



NONPROFIT EXCELLENCE: Strategies for a Challenging World: A Handbook for Grantmaking and Nonprofit Leadership Skills

by Lou Beccaria & Connie Carter

<https://www.beccariaandassociates.com/books/>

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CEO Succession planning, p. 217-219