



Executive Succession Plan

I. Purpose

This Executive Succession Plan is designed to provide for an orderly transition of leadership for The Community Foundation of Switzerland County, Inc. in the event of a vacancy in the position of Executive Director. The Board of Directors of the Foundation has adopted this Plan to assure the organization's capacity to perform key functions, sustain important relationships and fulfill its commitments during a leadership disruption or transition.

II. Interim/Temporary Vacancy

In the event of the Executive Director's short-term or intermittent absences due to vacation, illness or other leaves of absence, s/he shall designate a member of the staff to make day to day operating decisions. S/he shall communicate this selection to the Chair of the Board of Directors who shall be available to consult with the designee as necessary. All other staff members will manage their respective position responsibilities and are expected to actively cooperate with the designee in completing other duties when needed.

In the event of a prolonged absence (60 days or more) the designation of a temporary Chief Executive and any changes in compensation for the person so designated shall be made by the Board Chair in consultation with the Executive Director and the Executive Committee. The Acting Chief Executive shall assume all of the usual and customary duties of this position and report to the Board of Directors.

III. Planned Resignation or Retirement

A. Notice

The Executive Director shall provide as much notice as possible and the minimum time according to the employee handbook, of his/her intent to resign or retire to the President who will, in turn, notify the full Board and staff.

B. Communications

The President and Executive Director shall develop an appropriate communication plan to timely announce notification of the Executive Director's intended resignation. (see list on stakeholders page)

C. Selection of New Executive Director

1. As the first step in the process of selecting a new Executive Director the Board shall conduct an **"Institutional Assessment"** which includes the following elements:
 - a. A review of the organization's strategic plan and an assessment of the organization's strengths, weaknesses, and opportunities in order to determine the leadership needs of the Foundation.
 - b. A review and revision, if necessary, of the Executive Director's position description including position qualifications.
2. The President shall convene the Executive Committee as the "Search Committee" to manage the process for selecting a new Executive Director and may appoint additional Directors and/or other interested community leaders as additional members. The Search Committee may also authorize the utilization of an executive recruitment firm as an aid in the process. If appropriate, the Executive Committee will ask the Executive Director to be actively engaged, in identifying potential successors and may participate with the Search Committee in the selection process.
3. The Search Committee shall have the following duties and responsibilities:
 - a. Determine whether or not to retain the services of an executive search firm. (The Foundation shall maintain a succession file that includes a list of firms that specialize in nonprofit executive searches).
 - b. Determine whether or not to advertise the vacancy in the local media, professional journals and/or internet sites. A list of professional journal and internet sites relevant to nonprofits will also be maintained in the succession file.
 - c. Receive and review resumes.

- d. Interview candidates, complete reference checks and recommend finalist(s) to the full Board.

IV. Emergency Plan for Unexpected Vacancy

A. Notice

1. In the event that a vacancy is the result of the Executive Director's departure because of an unexpected accident or the illegal, inappropriate or suspicious conduct of the Executive Director, the communication to stakeholders and the community at large is of utmost importance. The President shall immediately:
 1. Meet with all Foundation staff to explain the situation.
 2. Notify the full Board.
 3. Convene the Executive Committee within 48 hours and the full board as soon thereafter as possible to manage the situation.
2. A public statement should be prepared and issued as soon as accurate information can be compiled and evaluated.

B. Foundation Spokesperson

1. The Foundation Staff shall be instructed to direct all media contacts to the Board President.
2. Board members shall be instructed to direct all media contacts to the Board President.

C. Executive Committee

1. The Executive Committee shall develop a communication plan that will adequately reassure the Foundation stakeholders and protect the Foundation from a legal perspective. The communication shall include a plan for notification to major stakeholders and for managing the appropriate information release to the media.
2. Depending upon the reason for the vacancy, the Executive Committee may seek the advice of legal counsel. If there are any allegations of financial wrong doing, the Executive Committee may also seek the advice and counsel of the Foundation's auditors.
3. If appropriate, the Foundation's insurance carrier may need to be notified.
4. The Executive Committee shall determine whether or not to seek an interim Executive Director. The Foundation shall maintain a list of potential interim candidates in the succession file.
5. The Foundation's Development/Marketing Director shall be responsible for the day to day operations of the Foundation office until such time as an interim Executive Director or successor Executive Director is hired. The Foundation Board President shall assume the duties of the Executive Director until such time as the

Executive Committee appoints an interim or new Executive Director.

6. The President shall proceed as set forth in III.B.

V. Succession File

The Executive Director shall maintain a “Succession File” that includes the following information to be utilized by the Board/Search Committee in selecting a new Executive Director:

1. Executive Director’s position description.
2. List of major stakeholders to be notified.
3. List of professional organizations that may help with search.
4. Copies of the most recent Council on Foundations salary survey and other relevant comparable data on salaries and benefits for the Executive Director’s position.
5. List of media contacts for press releases.

Community Foundation of Switzerland County, Inc.

Job Description

Executive Director

Employed By: Board of Directors upon recommendation of the Search Committee

Responsible to: Board of Directors

Immediate Supervisor: President of the Board

Status: Regular Exempt Employee

Administers: Staff, Programs, Facilities

PURPOSE OF JOB:

To provide professional leadership and assistance to the Officers and Board of Directors in making the Foundation an effective, viable organization; to administer the implementation of Board policies and plans toward the accomplishment of Community Foundation of Switzerland County, Inc. (CFSC) goals; to support the Board of Directors for the entire operation, growth, and development of the Foundation and to be responsible for the day-to-day management of the corporation's affairs.

PRINCIPAL RESPONSIBILITIES:

Board Relations

Confers regularly with the President. Works as a team with the President in implementing Board decisions. In coordinating work of Board Committees, in developing goals and long-range planning, and in reviewing progress toward goals.

Assists the President in planning and preparing Board agendas. Supplies background information, definitions of alternatives with their projected implications and clarification of issues as needed by the President.

Facilitates the preparation of board materials, including all information needed by the Board for each meeting and the mailing of materials to each board member at least one week prior to every meeting; and supervises all necessary arrangements to insure efficient and comfortable meetings of the board.

Attend board meetings in a exofficio capacity, serving as a consultant. Makes reports on progress, major problems, and review of staff work. Supervises the writing of minutes of board meeting and the mailing of minutes to board members at least one week before each meeting.

Serves as a consultant on all board committees including standing and ad hoc committees or task forces: facilitates the preparation of information and materials needed by each committee; and coordinates the work of committees so as to avoid overlap or gaps in progress toward accomplishment of goals.

Keeps the board informed of activities, problems and/or progress between board meetings.

Provides for development, implementation and regular review of policies, programs and procedures to assure growth of the Foundation , responsiveness to current needs and expectations, regard for donors expressed wishes and full adherence to state and federal legal requirements.

Maintains service records of members of the board. Arranges training for board members as needed to enhance the progress toward reaching the goals of the Foundation and works to insure that each board member is recognized and shown appreciation for his/her work on behalf of the CFSC.

Staff Planning and Oversight

Administers staff operations to implement goals within the framework of Board policies and the approved budget.

Carries responsibility for recruitment, employment and release of employed staff. Makes assignments and develops job descriptions. With staff, develops work plans and staff objectives.

Arranges training and development opportunities for staff. Conducts periodic staff meetings.

Periodically assess staff performance and counsels staff on their professional performance and development.

Administers personnel policies and procedures and the staff salary program, and maintains needed personnel records.

Recruits, trains and supervises volunteers. Structures volunteer programs including records of services rendered and recognition of the contribution made by volunteers to the Foundation.

Grants and Program Management

Keeps aware of community needs and interests as they relate to Foundation goals.

Initiates and cooperates in actions, attends and participates in meetings, and maintains contacts with other organizations as appropriate in relation to the Foundation's program goals and/or to stimulate interest in and knowledge of CFSC.

As the budget permits, participates in regional, state and national conferences and workshops related to Foundation work.

Administers CFSC grants policies and procedures as established by the Board.

Maintains the foundation's financial and grantmaking records and liaison with the trustee institutions.

Public Relations and Foundation Development

Represents and serves as spokesperson of the Foundation in the general public and other organizations or entities

Actively seeks opportunities to speak for the Foundation before groups and on occasions that will further the goals of CFSC.

Facilitates publicity and publications to promote the work of the Foundation and follows the Public Information work-plan.

Works to build relationships between the Foundation and donors/prospective donors and maintain the donor/prospect files.

Studies to develop a working knowledge and keep abreast of changes in the laws, regulations, methods, etc. of planned giving, fundraising, nonprofit management, investments and banking procedures. Insurance and annuity plans, etc. to enhance the operation of the Foundation as well as to protect CFSC from detrimental actions.

Actively seeks to increase the assets and strengthen the impact of the Foundation in meeting charitable needs across Switzerland County.

Carries out the policies and procedures for public relations and development as approved by the Board of Directors and works to assist the Board in meeting its annual goals and objectives for growth.

Fiscal Management

Administers the fiscal policies and procedures as development by the board and advises the board of problems and/or needed changes in such policies.

Works with the Finance Committee to develop and maintain the annual operating budget and capital needs of the Foundation for recommendation to the Board of Directors.

Works with the Finance Committee to arrange for an annual audit and preparation of IRS returns, state charitable agency registration and confers with legal counsel as required to assure full complacence with Federal, State and local laws.

Supervises staff operations of the accounting system and all fiscal records.

Conclusion

It is recognized that Foundation development and growth occur most frequently through contacts made outside the office. Therefore, discretion is given to the Executive Director as to the hours spent in the CFSC office so long as his/her performance of the job is accomplished as described above. The Executive Director is paid for 32 hours per week.

LIST OF STAKEHOLDERS

1. Lilly Endowment Inc.
2. Vevay Switzerland County Foundation
3. United Fund of Switzerland County
4. Indiana Grantmakers Alliance
5. Switzerland County Commissioners & Council
6. Vevay Town Council
7. Patriot Town Council
8. Association of Small Foundations
9. Council on Foundations
10. Fund Establishers (use Pearl)
11. Major Donors (use Pearl)
12. Major Grantees (use Pearl)
13. Fund Evaluation Group
14. Mainsource and Friendship Banks (change signature cards)
15. Blue and Company auditors
16. Southeast Regional Community Foundations (IGA can help)

INTERIM CANDIDATES

1. Current or past Foundation Board member.
2. Past community foundation directors,
3. Referral from Indiana Grantmakers Alliance GIFT Program.
4. Retired community leader that had extensive involvement in nonprofits

LISTINGS

1. Indiana Grantmakers Alliance; Jenny Kloer, GIFT Program and Helen Monroe, Principal Consultant to the GIFT Program
 - a. 32 East Washington Street, Suite 1100
 - b. Indianapolis, Indiana, 46204
 - c. Phone: (317) 630-5200 | Fax: (317) 630-5210
2. Council on Foundations
 - a. 1828 L Street, NW ·
 - b. Washington, DC 20036 ·
 - c. Phone: (202) 466-6512 | FAX: (202) 785-3926
3. Anne E. Casey Foundation: Executive Transition and Capacity Building Project, available on the internet at <http://www.aecf.org/initiatives/leadership/programs/capacity.htm>

MEDIA CONTACTS

1. Vevay Newspapers
2. Madison Courier
3. Froggy Radio
4. Rising Sun Newspaper
5. WORX Radio
6. WIKI Radio

Sample Ad

The Community Foundation of Switzerland County, Inc. in Vevay, Indiana seeks an experienced leader to work with the Board of Directors, dedicated staff and members of the community. The successful candidate will have at least five years of management experience and a degree. The Executive Director is responsible for developing endowment funds, enhancing public relations, serving as board liaison, providing oversight for staff and programs, and assuming fiscal responsibility for the Foundation operations.

The committee is looking for a self-starter with excellent communication and Microsoft Office suite skills. General knowledge of finance, sales, marketing and administration are essential.

Interested candidates should send cover letter, resume, salary history and requirements to: Board Chair, Community Foundation of Switzerland County, Inc., PO Box 46, Vevay, Indiana 47043. Candidate information must be received by _____.