

**Transition Plan  
Vanderburgh Community Foundation**

5/9/11

A change in staff leadership is inevitable for all organizations and can be challenging if the organization is unprepared. Recognizing the importance of stability and accountability of the organization, the board of the Vanderburgh Community Foundation has established the following transition plan in the event of temporary or permanent absence of its Director.

The purpose of this plan is to ensure the Foundation continues to perform key functions, sustain important relationships, and fulfill its commitments during a disruption or transition of staff leadership. This plan is based, in part on the following section of the by-laws of the Vanderburgh Community Foundation:

**ARTICLE IV**

Section 2. The President shall preside at all meetings of the Board of Trustees and shall have other authority and duties as the Board of Trustees may provide. In addition, the President shall serve, or appoint a Trustee to serve, as the Foundation Director if such position is vacant.

**TEMPORARY UNPLANNED ABSENCE - SHORT-TERM**

Definitions

A temporary absence is one in which it is expected that the Director will return to his/her position once the events precipitating the absence are resolved. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical. A short-term absence is 60 days or less.

Steps to be taken

The Program Officer will immediately inform the Board President and the Central Alliance Office of the absence. The Executive Committee will notify the full Board and implement the terms of this plan in the event of the unplanned absence.

If the Foundation Director is no longer able to fulfill his/her duties, including by phone and/or email, the Board President will, as appropriate, identify a Trustee who will contact the office daily to determine if any assistance is needed and ensure appropriate volunteers are available accordingly. Such tasks might be anything from assisting with mailings to meeting with potential donors until the Foundation Director returns to the office.

Additionally, the Program Officer should report his/her major activities and concerns on a weekly basis to the Board President or Executive Committee.

## **TEMPORARY UNPLANNED ABSENCE - LONG TERM**

### Definitions

This type of absence is similar to the short-term absence described above except that a long-term absence is one that is expected to last more than 60 days.

### Steps to be taken

The procedures and conditions to be followed shall be the same as for a short-term absence with one addition. The Executive Committee will give consideration to temporarily filling the management position or hiring additional temporary clerical staff to meet the needs of the office. This is because it may not be reasonable to expect the Program Officer to carry the additional duties for more than 60 days.

### Compensation

If temporary management is not hired, the Program Officer shall receive an appropriate temporary salary increase to compensate for the additional work and responsibility.

## **PERMANENT UNPLANNED ABSENCE**

### Definition

A permanent absence is one in which it is determined that the Foundation Director will not be returning to the position. An unplanned absence is one in which the Director could not, or did not, provide prior notice.

### Steps to be taken

The Executive Committee will follow the same steps as described for a “Temporary Unplanned Absence,” using the services of the Program Officer until the Board hires a new Foundation Director. Then the steps listed below for “Anticipated Transition in Staff Leadership” will be followed thereafter. The Board of Trustees will support the Program Officer during the transition and the Executive Committee shall supervise and oversee his/her activities.

## **ANTICIPATED TRANSITION IN STAFF LEADERSHIP**

### Definitions

An expected transition occurs when the Foundation Director announces his/her departure from the position in advance.

### Steps to be taken

Ideally, the Foundation Director will inform the Board of his/her intended departure a minimum of 30 days, and preferably 90 days, in advance of a planned departure. The Board will launch the following plan immediately upon learning of the announced departure.

### The Board will

- Appoint a Search Team comprised of the Executive Committee and additional Trustees, past Trustees, and/or community members, as appropriate.

### The Executive Committee will

- Prepare appropriate communications to the community regarding the transition.
- Assure effective administration of the Foundation's business during the transition as defined above.
- Update the job description as needed and review with the full Board.
- Review the compensation package and approve a range for attracting appropriate candidates.
- Introduce the new Foundation Director to the community.
- If the outgoing Director is not available, orient the new Director to the Foundation's programs, policies, procedures, and any particular opportunities or challenges.
- Meet regularly with the new Foundation Director during the first six months of employment for accountability and prioritizing.

### The Search Team will

- Develop a profile of most desired attributes of a new Director based on the Board approved job description and its own knowledge.
- Determine a system for advertising the position, interviewing and evaluating candidates, and checking references.
- Review the resumes, conduct preliminary phone interviews, and invite top candidates for a full interview.
- Develop and conduct the full interview process for selected candidates.
- Negotiate and documents terms and conditions of employment with the finalist.

### Board President will

- Inform/consult with the Alliance Executive Director and/or Alliance Personnel Committee as appropriate throughout the search process.
- Inform the Alliance Executive Director of the new hire and ensure documentation is completed according to Alliance policies and procedures.
- Prepare the employment letter for the new employee.