

NDSU

EXTENSION

SUCCESSION PLANNING FOR BOARDS



ABOUT US



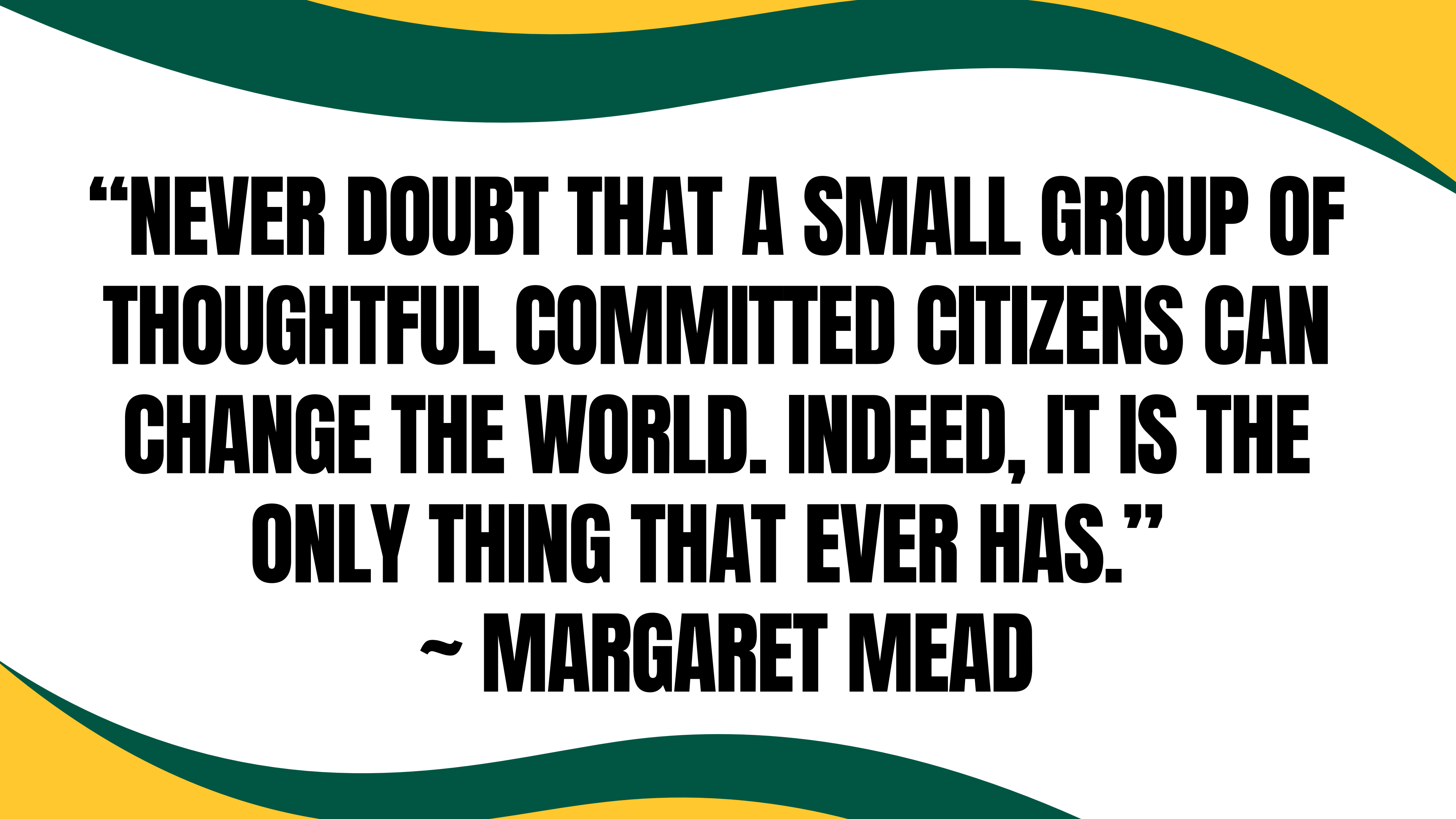
Andrea Bowman, NDSU Extension Program Coordinator, Leadership and Civic Engagement

Likes: animals (cows), shopping local, reading, cheering on her children, Maxbass Colts/Mustangs, and serving on boards



Katie Tyler, Program Director and Extension Specialist, Rural Leadership North Dakota

Likes: coffee, traveling, suduko, learning, rapping to Hamilton, tacos, Lansford Cubs, reading, and sleeping



**“NEVER DOUBT THAT A SMALL GROUP OF
THOUGHTFUL COMMITTED CITIZENS CAN
CHANGE THE WORLD. INDEED, IT IS THE
ONLY THING THAT EVER HAS.”**

~ MARGARET MEAD

OBJECTIVES

- Define the why
- Identify methods to develop a plan
- Make note of best practices
- Create a Board Succession Plan Template



WHAT COMES TO MIND WHEN YOU THINK OF SUCCESSION PLANNING?



LEADERSHIP TRANSFER

**BOARD MEMBER
ATTRACTION AND RETENTION**

KNOWLEDGE TRANSFER

RESILIENCE

DEVELOPING A PLAN

1. Establish accountability
2. Buy-In
3. Identify leadership priorities
4. Routinely evaluate board performance
5. Conduct a gap analysis
6. Keep diversity on the forefront
7. Map upcoming vacancies
8. Develop a list of potential candidates

www.onboardmeetings.com/blog/board-succession-planning-complete-guide/

BEST PRACTICES

1. Be proactive and committed
2. Understand the board needs
3. Find the right tools
4. Focus on communication and transparency



CHECKLIST: BOARD LEADERSHIP SUCCESSION PLAN

ITEM	DATE
Review term limits for Board Members and Officers in current bylaws	
Review current Board, officers, and committees' roster	
Evaluate effectiveness of current assignments	
Conduct Board self-assessments (if not completed within last 12 months)	
Determine upcoming term expirations/vacancies - (in terms of persons and skills)	
Conduct exit interviews with members leaving Board to learn positives and negatives of their experience on Board	
Review needs of organization with regard to upcoming projects, developments, etc.	
Review potential new Board members identified throughout the year for skills and dynamics	
Identify potential leaders from current Board list	
Identify potential Board members	
Complete Board and leadership succession grids	
Assign a mentor to each newly elected Board member	

- Review term limits in bylaws
- Determine upcoming term expirations/vacancies
- Conduct self-assessments
- Identify potential board members
- Complete the board and leadership succession grids
- Assign a mentor

BOARD REVIEW

- Check term limits and bylaws
- Check the current board roster
- Note upcoming vacancies
- Identify potential leaders from within the board



Board Member Self-Assessment Tool

Directions: Should be completed by each board member.

Rating Scale: 1) Unsatisfactory 2) Needs Improvement, 3) Satisfactory, 4) Very Good, 5) Exceptional

I. BOARD/MEETINGS

1. The board conducts all board meetings efficiently and effectively.	1	2	3	4	5
2. Board members agree upon the basic mission/purpose of the board and organization.	1	2	3	4	5
3. The public is given notice of district meetings and open meeting laws are followed if required.	1	2	3	4	5
4. The board has procedures for developing the agenda and getting materials to the members in advance of meetings.	1	2	3	4	5
5. I make a sincere effort to be informed on all agenda items prior to meetings and carry out responsibilities like completing assignments, connecting with other groups, etc.	1	2	3	4	5

II. BOARD/COMMUNITY RELATIONS

1. The board allows for stakeholder input through annual meetings or advisory committees, etc.	1	2	3	4	5
2. The board uses a wide variety of approaches to ensure effective communication among members, stakeholders, staff (if applicable), and the public (if applicable).	1	2	3	4	5
3. The Board strives to maintain an open dialogue with partners (local, state, or national).	1	2	3	4	5

III. BOARD QUALITIES

1. I understand my responsibilities outlined in board constitution and bylaws.	1	2	3	4	5
2. Each year I participate in required board training and education to improve my knowledge and skills in critical areas such as board and personnel management, etc.	1	2	3	4	5
3. As a board member, I make a point of attending and/or participating in organizational related events/activities.	1	2	3	4	5
4. I am open-minded and respect the opinions of individual board members and employee(s) on various issues.	1	2	3	4	5

IV. FINANCIAL MANAGEMENT

1. The board monitors and/or is aware of the financial status of the organization.	1	2	3	4	5
2. The board provides formal and informal opportunities for stakeholders and staff (if applicable) to have input during the budgetary process.	1	2	3	4	5
3. The board seeks national, regional, and state funding or available grant programs when needed.	1	2	3	4	5

V. BOARD IN-SERVICE

1. Board members keep abreast of organizational related issues by attending national workshops and conferences at the local, regional, and state levels.	1	2	3	4	5
2. Board members annually assess my performance and commit to the training necessary to improve my own performance.	1	2	3	4	5

GOAL SETTING AND PLANNING

1. The board annually reviews and revises the organization's strategic short- and long-range plans which have clearly defined action steps with identified timelines and responsible individuals or committees.	1	2	3	4	5
2. The annual plan of work clearly defines educational and outreach activities with community partners.	1	2	3	4	5
3. The annual work plan is reviewed monthly at board meetings and evaluated during the year for progress.	1	2	3	4	5
4. The board adopts a process and timeline for the preparation of the budget.	1	2	3	4	5

VII. MEDIA RELATIONS

1. The board supports organizational outreach and marketing of its roles.	1	2	3	4	5
2. The use of communication tools such as newsletters, print media, TV, radio, and social media are clearly set forth and included in the annual plan of work for effective usage.	1	2	3	4	5

VIII. BOARD EMPLOYEE RELATIONS (IF APPLICABLE)

1. The board encourages professional growth and increased competency of the staff through attendance at educational meetings and staff development events.	1	2	3	4	5
2. The board establishes and provides, through the policy manual, a clear set of expectations, procedures, and policies for employees.	1	2	3	4	5
3. The board maintains a professional compensation and benefits package for employees.	1	2	3	4	5
4. The board provides appropriate staffing based on the needs of the organization.	1	2	3	4	5
5. Board members, or a committee of board members, meet with staff annually to update position descriptions, conduct annual performance reviews, and assess employee training plans and needs.	1	2	3	4	5

IX. SELF-REFLECTION COMMENTS

[illegible]

LEADERSHIP SUCCESSION GRID

POSITION TITLE	CURRENTLY HELD BY NAME	ACTION RE-ELECT / ROTATE	SUCCESSOR / YEAR
EXECUTIVE COMMITTEE			
BOARD CHAIR			
VICE CHAIR			
TREASURER			
SECRETARY			
STANDING / BOARD COMMITTEES			
FINANCE CHAIR			
GOVERNANCE CHAIR			
DEVELOPMENT CHAIR			
PROGRAMMATIC / ORGANIZATIONAL			
MEMBERSHIP			
VOLUNTEERS			
PUBLIC RELATIONS			
EDUCATION / OUTREACH			
AD HOC COMMITTEES			
STRATEGIC PLANNING CHAIR			
ANNUAL EVENT CHAIR			

BOARD MEMBER SUCCESSION PLAN	
NAME	ACTION

[illegible]

NDSU

EXTENSION

MENTOR GRID

CURRENT BOARD MEMBERS

NEW BOARD MEMBERS

YEAR

PLAN

- What if _____ were gone?
 - Who else can perform their duties?
- Where is the critical information found?



NON-PROFIT ORGANIZATION SUCCESSION PLAN**1. SUCCESSION PLAN: TEMPORARY, UNPLANNED ABSENCE – SHORT TERM****A. PROCEDURES AND CONDITIONS**

Discuss the chain of command in the event of an unplanned absence and outline procedures.

B. AUTHORITY AND COMPENSATION OF ACTING EXECUTIVE DIRECTOR**C. BOARD OVERSIGHT****D. COMMUNICATION PLAN****E. COMPLETION OF EMERGENCY SUCCESSION PERIOD****2. SUCCESSION PLAN: TEMPORARY, UNPLANNED ABSENCE – LONG TERM****A. PROCEDURES AND CONDITIONS**

Discuss the chain of command in the event of an unplanned absence and outline procedures.

B. AUTHORITY AND COMPENSATION OF ACTING EXECUTIVE DIRECTOR**C. BOARD OVERSIGHT****D. COMMUNICATION PLAN****E. COMPLETION OF EMERGENCY SUCCESSION PERIOD****3. SUCCESSION PLAN: PERMANENT CHANGE IN EXECUTIVE DIRECTOR****A. PROCEDURES AND CONDITIONS**

Discuss the chain of command in the event of an unplanned absence and outline procedures.

B. AUTHORITY AND COMPENSATION OF ACTING EXECUTIVE DIRECTOR**C. BOARD OVERSIGHT****D. COMMUNICATION PLAN****E. COMPLETION OF EMERGENCY SUCCESSION PERIOD**

KNOWLEDGE TRANSFER

- Where do you find information (critical documents and processes, workflows, etc.)?
- Who is trained to do...
- Who can be cross trained?



ORGANIZATIONAL INFORMATION

NONPROFIT STATUS	ONSITE LOCATION	OFFSITE LOCATION	ONLINE URL
IRS Determination Letter			
IRS Form 1023			
Bylaws			
Mission Statement			
Board Minutes			

HUMAN RESOURCES INFO	ONSITE LOCATION	OFFSITE LOCATION	ONLINE URL
Employee Records / Personnel Info			
I-9s			

FACILITIES INFORMATION	ONSITE LOCATION	OFFSITE LOCATION	ONLINE URL
Building Deed (if owned)			
Office Lease (if rented)			

FINANCIAL INFORMATION	ONSITE LOCATION	OFFSITE LOCATION	ONLINE URL
EIN			
Current Form 990			
Previous Form 990s			
Current Audited Financial Statements			
Previous Audited Financial Statements			
Financial Statements			
State or District Tax Exemption Certificate			
Blank Checks			
Computer Passwords			
Online Account Passwords			
Donor Records			
Funding Schedule			
Client Records			
Vendor Records			
Volunteer Records			

CONTACT INVENTORY

AUDITOR NAME	PHONE	EMAIL	ADDRESS

BANK NAME	ACCOUNT NUMBERS	LINE OF CREDIT

BRANCH REPRESENTATIVE	PHONE	EMAIL	ADDRESS

INVESTMENTS: FINANCIAL PLANNER / BROKER COMPANY

BRANCH REPRESENTATIVE	PHONE	EMAIL	ADDRESS

WHO IS AUTHORIZED TO MAKE STOCK AND WIRE TRANSFERS?	WHO IS AUTHORIZED TO SIGN CHECKS?

LEGAL COUNSEL

ATTORNEY NAME	PHONE	EMAIL	ADDRESS

KEY STAKEHOLDER CONTACTS

STAKEHOLDER NAME	PHONE	EMAIL	ADDRESS

PAYROLL

COMPANY NAME		ACCOUNT NUMBER	
PAYROLL REPRESENTATIVE	PHONE	EMAIL	

FACILITIES

BUILDING MANAGEMENT COMPANY NAME	REPRESENTATIVE NAME	PHONE	EMAIL

NDSU EXTENSION

EXTENDING KNOWLEDGE >> CHANGING LIVES

CV1965

FangXiaNuo_istockphoto.com

Board Management and Best Practices

Jodi Bruns, Leadership and Civic Engagement Specialist



**“HISTORY IS DEPENDENT ON THE NEW
GENERATION TO WRITE A NEW CHAPTER.”**

~ LAMELO BALL

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USDA
United States Department of Agriculture

AND JUSTICE FOR ALL

★★

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mail:
U.S. Department of Agriculture
Office of the Assistant Secretary for Civil Rights
1400 Independence Avenue, SW
Washington, D.C. 20250-9410; or

fax:
(833) 256-1665 or (202) 690-7442;

email:
program.intake@usda.gov.

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Form ID: 475-A... (Revised) Printed: February, July 2019

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correo postal:
U.S. Department of Agriculture
Office of the Assistant Secretary for Civil Rights
1400 Independence Avenue, SW
Washington, D.C. 20250-9410; o

fax:
(833) 256-1665 o (202) 690-7442;

correo electrónico:
program.intake@usda.gov.

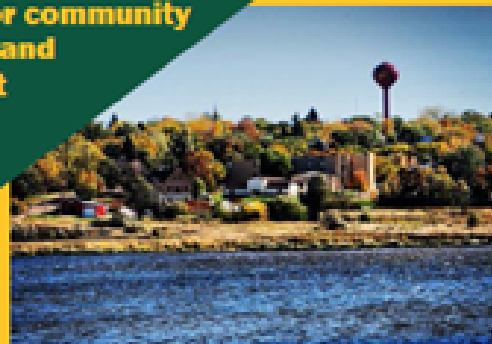
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ADDITIONAL PROGRAMS

Community Impressions

A program for community assessment and improvement



Rural
Leadership
NORTH DAKOTA

Supporting Agriculture and Community Development

DESIGN YOUR
**SUCCESSION
PLAN**



TRANSITION
MAIN STREET
COMMUNITY
SHOP LOCAL
FAMILY
BUSINESS
ESTATE
RETIREMENT

DESIGN YOUR
**SUCCESSION
PLAN**



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THANK YOU



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