



A Partner for Nonprofit Innovation, Efficiency and Accountability

Emergency Succession Plan for CNDC President & CEO August 2021

*This plan is based on a template provided by the Center for Nonprofit Advancement
www.nonprofitadvancement.org
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The Board of Directors of Colorado Nonprofit Development Center (CNDC) recognizes that this is a plan for contingencies due to the disability, death, or departure of the President & CEO. **At the time this plan was approved, Melinda Higgs was serving as the President & CEO.** If CNDC is faced with the unlikely event of an untimely vacancy, CNDC has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership. The plan is divided into three scenarios:

- short-term, temporary, unplanned absence (90 days or less)
- long-term, temporary, unplanned absence
- permanent, unplanned absence

If CNDC is faced with a planned departure of the President & CEO, CNDC's Board of Directors may choose to implement parts of this plan or may create a specific plan for that situation.

CNDC's Board has reviewed the job description of the President & CEO. *The job description is on CNDC's board portal.* The board has a clear understanding of the President & CEO's role in organizational leadership, business development, program administration, operations, board of directors, financial operations, resource development, and community presence.

SUCCESSION PLAN IN EVENT OF A TEMPORARY, UNPLANNED ABSENCE: SHORT-TERM

A temporary absence is one of less than three months in which it is expected that the President & CEO will return to their 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. The Board of Directors authorizes CNDC's Executive Committee to implement the terms of this emergency plan in the event of the unplanned absence of the President & CEO.

In the event of an unplanned absence of the President & CEO, the Chief Operating Officer (COO), Chief Financial Officer (CFO), or Human Resources Manager is to immediately inform the Board Chair and Treasurer of the absence. As soon as it is feasible, the Chair should convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications as the Executive Committee deems appropriate.

At the time that this plan was approved, the position of Acting President & CEO would be Angela Schreffler, COO.

Should the standing appointee to the position of Acting President & CEO be unable to serve, the back-up appointee for the position of Acting President & CEO will be the CFO. At the time this plan was approved, this person would be Kevin Van Vleet.

The Executive Committee may also consider the option of splitting executive duties among the designated appointees. For example, if the Acting President & CEO is new to their position and fairly inexperienced with CNDC (less than one year) or if the workload of the Acting President & CEO has changed significantly, the Executive Committee may decide to appoint the back-up appointee to the acting executive position.

Staff Capacity and Expense Authorization Consideration

The Acting President & CEO and the Executive Committee shall give consideration as to whether there is need to add staff capacity (administrative or other) to support the Acting President & CEO in fulfilling both roles. Similarly, consideration shall be given as to whether there is a need to provide another staff member with expense authorization authority during the President & CEO's absence

Authority and Compensation of the Acting President & CEO

The person appointed as Acting President & CEO shall have the full authority for decision-making and independent action as the President & CEO.

The Acting President & CEO may be offered a temporary salary increase not to exceed the entry-level salary of the President & CEO position.

Board Oversight

The Board member(s) or Board committee responsible for monitoring the work of the Acting President & CEO shall be the Board Chair or one or more board member(s) appointed by the Board Chair for that purpose.

The above-named people will be sensitive to the special support needs of the Acting President & CEO in this temporary leadership role.

Communications Plan

Immediately upon transferring the responsibilities to the Acting President & CEO, the Board Chair will notify staff members, members of the Board, key volunteers, and Project Directors of the delegation of authority. Other stakeholders will be notified as needed by the Board Chair or Acting President & CEO. *If applicable, see CNDC's Crisis Management Policy.*

Completion of Short-Term Emergency Succession Period

The decision about when the absent President & CEO returns to lead CNDC should be determined by the President & CEO and the Executive Committee. They will arrive at a mutually agreed upon schedule and start date.

SUCCESSION PLAN IN EVENT OF A TEMPORARY, UNPLANNED ABSENCE: LONG-TERM

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with two additions described below – Staff Capacity Consideration and Communication Plan.

Staff Capacity Consideration

The Executive Committee will give immediate consideration, in consultation with the Acting President & CEO, to temporarily adding staff capacity to support the Acting President & CEO. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting President & CEO to carry the duties of both positions. The position description of a temporary staff member would focus on covering the priority areas in which the Acting President & CEO needs assistance.

Communication Plan (Additional to Short-Term)

As soon as possible after the Acting President & CEO has begun covering the temporary, long-term, unplanned absence, the Executive Committee, the Acting President & CEO and CFO shall communicate the temporary leadership structure to key external supporters and stakeholders of CNDC. This may include (but not be limited to) accounting service clients, government contract officers, foundation program officers, civic leaders, major donors, capacity-building organizations, and other collaborative partners (e.g., CCN, NNFS). *If applicable, see CNDC's Crisis Communication Plan.*

Completion of Long-Term Emergency Succession Period

The decision about when the absent President & CEO returns to lead CNDC should be determined by the President & CEO and the Executive Committee. They will arrive at upon a mutually agreed upon schedule and start date.

SUCCESSION PLAN IN EVENT OF A PERMANENT CHANGE IN PRESIDENT & CEO

A permanent change is one in which it is firmly determined that the President & CEO will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with two additions described below – a Transition and Search Committee and an Interim President & CEO.

