

# Executive Director Succession

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## Policy Purpose

A change in executive leadership is inevitable for all organizations and can be a very challenging time. The following succession plan policy is intended to help the organization be prepared for planned or unplanned absences of the Executive Director, clarifying authority and decision-making, and thereby maintaining accountability and ensuring stability.

## Policy Statement

It is the policy of the Associated Students, Incorporated to be prepared for an eventual permanent change in leadership – either planned or unplanned – to ensure the stability and accountability of the organization until such time as new permanent leadership is identified. The Board of Control shall be responsible for implementing this policy and its related procedures.

It is also the policy of the board to assess the permanent leadership needs of the organization to help ensure the selection of a qualified and capable leader who is a good fit for the organization's mission, vision, values, goals and objectives and who has the necessary skills for the organization. To ensure the organization's operations are not interrupted while the Board of Directors assesses the leadership needs and recruits a permanent executive officer, the board will appoint interim executive leadership as described below. The interim Executive Director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed, including but not limited to reports, contracts, licenses, certifications, memberships, obligations to lenders, and others.

It is also the policy of the Associated Students, Incorporated, to develop a diverse pool of candidates and consider at least three finalist candidates for its permanent Executive Director position. The Associated Students, Incorporated shall implement an external recruitment and selection process, while at the same time encouraging the professional development and

advancement of current employees. The interim Executive Director and any other interested internal candidates are encouraged to submit their qualifications for review and consideration by the transition committee according to the guidelines established for the search and recruitment process.

## Who Should Know This Policy

- |  |  |   |
|--|--|---|
| <input checked="" type="checkbox"/> Budget Area Administrators | <input checked="" type="checkbox"/> Elected/Appointed Officers | <input type="checkbox"/> Grant Recipients |
| <input checked="" type="checkbox"/> Management Personnel       | <input type="checkbox"/> Program Advisors                      | <input checked="" type="checkbox"/> Staff |
| <input type="checkbox"/> Supervisors                           | <input type="checkbox"/> Volunteers                            |   |

## Regulations

### 1.0 Temporary Succession

For a temporary change in executive leadership (i.e., extended illness or leave of absence), the Director, University Student Union and Student Recreation & Wellness Center shall assume the critical functions of the Executive Director until such time as the Executive Director returns to work. The Director, University Student Union and Student Recreation & Wellness Center shall effect a reallocation of their existing workload to Associate and Assistant Directors throughout the organization in order to accommodate the assumption of the Executive Directors duties.

### 2.0 Permanent Succession

#### 2.1 Internal Line of Succession

In the event the Executive Director of the Associated Students, Incorporated, is no longer able to serve in this position (i.e., leaves the position permanently), the Board of Control shall do the following:

- Within 5 business days, appoint an interim Executive Director according to the following line of succession:
  - Director, University Student Union and Student Recreation & Wellness Center
  - ASI Director, Administrative Services
  - External consultant (with experience as an interim executive director)

#### 2.2 Transition Committee

Within 15 business days, the Board of Control shall appoint an Executive Transition Committee, in the event that a permanent change in leadership is required. This committee shall consist of the three ASI Executive Officers, two members of the Senate/Board of Directors, ASI Director of Administrative Services, Director of the University Student Union and Student Recreation & Wellness Center, Director of the Isabel Patterson Child Development Center, Assistant Director of Government Affairs & Initiatives, Vice President for Student Affairs or designee, and the Associate

Vice President for Financial Management. It shall be the responsibility of this committee to implement the following preliminary transition plan:

- Communicate with key stakeholders regarding actions taken by the board in naming an interim successor, appointing a transition committee, and implementing the succession policy. The organization shall maintain a current list of key stakeholders who must be contacted, such as lenders of the Associated Students, Incorporated, foundations, government agencies, and others.
- Consider the need for consulting assistance (i.e., transition management or executive search consultant) based on the circumstances of the transition.
- Review the organization's business plan and conduct a brief assessment of organizational strengths, weaknesses, opportunities and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next permanent leader.
- Establish a timeframe and plan for the recruitment and selection process.

The Board of Control shall use similar procedures in case of an executive transition that simultaneously involves the Executive Director and other key management. In such instance, the board may also consider temporarily subcontracting some of the organizational functions to trained consultant or other organizations.

## Forms

There are no forms associated with the execution of this policy.