

Santa Fe Conservation Trust
BOARD OF DIRECTORS SUCCESSION PLAN
Policy 2015-01
Adopted on: December 1, 2015
Updated on: _____

Purpose:

The purpose of this succession plan is to outline an approach for on-going recruiting of Board officers and members for the Santa Fe Conservation Trust (SFCT). See also: Governance & Nominating Committee Charter.

Rationale:

Every organization experiences turnover. Some turnover is planned (e.g. Board members have term limits), some is episodic (nobody stays in a job forever), and some represents surprises (illnesses and abrupt job changes do happen). Whatever the cause, turnover happens and our organization is planning for its orderly transition.

Board:

The Board may be at a low number of members or need to plan for upcoming vacancies. The Board should focus on recruiting needs and begin to identify and build relationships with new Board member candidates.

This succession plan considers the **planned transition of the Officers of the Board and recruitment of new Directors to the Board.**

Board of Directors – Plan for the Future:

There are four officers of the Board: Chair, Vice Chair, Secretary and Treasurer. In coming years the Board will transition by the appointment of new officers. Officer appointments may come from existing members (for example the Board Treasurer may move to Board President).

SFCT Bylaws provide for term limits of not more than two consecutive three-year terms. Board members having served two consecutive three-year terms may be invited to serve again after one year off of the Board. Bylaws allow for officers to serve up to six consecutive one-year terms.

General steps strategy for the orderly evolution of Board officers and Directors:

Recruiting New Board Members:

- Identify an individual or small task force to complete these tasks. Responsibility can be delegated to the Governance & Nominating Committee as reflected in that committee's Charter.
- Identify the ideal "Year 5" Board composition (including some named individuals from the community not currently serving on the Board), including officers (including names of Directors currently serving).
- Contact each member of the Board of Directors to solicit their input for potential nominees.
- Conduct a Board member gap analysis (please see appendix), developing search criteria for Board candidates and present top priority candidates' names to the whole Board for discussion and to identify existing connections.
- Develop a list of potential new Board members and officers.
- Identify and build relationships with top priority candidates, engaging Board members with closest connections.
- Update the new Board member orientation packet and process.
- Approve prospects, invite to join the Board, conduct election, and follow with new member orientation.



Sandra Massengill, Secretary

3-10-16

Date

Appendix

The Complete Board

The composition of the Board needs to be representative of the community served and to have the right mix of knowledge, skills, abilities and temperament. Adequate representation helps improve the quality of decisions as well as their acceptance. A complete mix of role types enhances effectiveness in carrying out decisions. An effective Board includes people of this representation and roles set:

Adequate Representation

- access to key resources: has connections to funding sources and sources of expertise
- credibility: excellent reputation and standing in the community
- geographic representation: covers adequately the geographic area served
- ethnic diversity: adequate representation of communities served
- a rising star: brings fresh ideas and opportunity for personal leadership growth
- gender diversity: for balanced perspective
- technical expertise: subject knowledge and experience germane to the Foundation
- management expertise: skills and abilities to govern and direct the Foundation

Vital

- a breakthrough thinker: creates new ideas and perspectives
- a critical thinker: good analytical thinking skills
- a detail-oriented follow-through person: makes sure that vital tasks get attention
- a facilitator: excellent meeting management skills
- a recorder: good at capturing key information
- a strategic thinker
- a synthesizer: able to take complex issues and crystallize them into actionable items

And...the ability to get along with the top staff person!

Board Composition and Roles

Representation	Present	Needed	Roles	Present	Needed
access to key resources (funding and other)			a breakthrough thinker		
credibility			a critical thinker		
geographic representation			a detail-oriented follow- through person		
ethnic diversity			a facilitator		
a rising star			a recorder		
gender diversity			a synthesizer		
technical expertise			a strategic thinker		
• fund raising					
• governance					
• finance					
• natural resources					
management skills					
• planning					
• legal					
• marketing & • public relations • project management					