

1. Succession planning

In this section, the board was challenged to design and agree to a succession process that can be used successfully by WPWA to ensure lasting leadership and the expansion of its bench strength. It is divided into two major sections. First, how new directors will be recruited and on boarded. Second, how the ascension process will ensure a regular flow of qualified directors onto the executive team.

Identifying and onboard new directors

- Each director is responsible for bringing possible candidate's names and bios to the board for consideration. This director is called candidate's mentor.
- If the board agrees that the candidate is potentially good fit, mentor arranges for candidate to attend a board meeting.
- If, after this initial meeting, candidate and board are mutually interested the mentor reviews with candidate board's expectations (i.e., need for engagement and participation).
- If, after this final review with candidate and assuming s/he is still interested, board votes to accept or reject candidate. Mentor communicates result. This is done on a rolling basis.
- Once candidate becomes a director, the mentor will check in periodically for the first year, but not less than every other meeting, to ensure new director is comfortable with their role and answers their questions about the board and the organization's strategy and direction. If concerns are raised by new director, board should be committed to addressing and correcting any problems.
- The vice chair should be responsible for ensuring that this process is discussed at each board meeting and to propose changes as necessary. The vice chair should maintain the master list and status of each candidate. The list should also keep track of board needs by characteristics (i.e., marketing). Eventually, this responsibility should shift to the past-president as noted below.
- Once the board grows in size, this responsibility should shift to the chair of the nominating committee.
- Seek new directors that are: Younger/tech savvy (to help with social media), well connected, have access to dollars, experience in development, legal, and marketing and will be committed and engaged (participate on committees, complete assigned follow-up)

Executive team/Board development

Propose the following process be instated and tested. If successful over several years, consider formalizing into the by-laws, though not required.

- Each officer position (chair, vice chair, secretary and treasurer) can only be held for one year, up to a maximum of three years.
- However, although three, one year terms are allowed, seek to rotate each position in two, one year terms. This allows the flexibility for three years, but puts emphasis on moving individuals every two years. It also allow a director to move through all four positions in eight years (2 years per position x 4 positions).
- Overtly follow a succession trajectory, wherein the secretary moves to treasure, treasure moves to vice chair and vice chair moves to chair.
- Be clear to those joining the board and executive team that this is the expected process. Individual must be able to reasonably commit to this process.

- After one year, identify the best candidate from the new director pool (those who have joined within last year) to join the executive team. When searching for directors, in addition to previously mentioned characteristics, look for those that have leadership attributes who could be appointed to executive team.
- Add a past president position as a member of the executive team with the primary responsibility of facilitating the nomination process described herein. The past president can have termed out as director (i.e., exceed their nine year) and still remain on the board serving as past president.