



Project: CEO Search Process

Sponsor: CEO Search Committee

Statement of Purpose: Provide transparent process of CEO search to staff, board, members and community

Objective(s)	Audience		Media	Date	Responsibility	Approvals Needed	Comments	
Announce Bill's Retirement Note: audiences still need further definition	Members		Currents Website	July 1	Bill	President	Main article of issue	
					President	Bill	Supplementary article regarding planned exit and new CEO search process underway	
	Staff		Memo and staff meeting	June 14 or 28	Bill	President		
			Memo	June 14 or 28	President	Bill		
			Talking pts	July 1	Search	Bill	Talking points are the basics about the retirement that we would like staff to be able to articulate, in anticipation of members' questions.	
	Board		Memo	June 14 or 28	Bill	President	May be same piece as staff notice.	
			Talking pts	July 1	Search	Bill	May be same piece as staff talking points.	
	Local	Press	Press release	July 1	Leni, Marketing	Search, Bill	Try to generate articles, too. Could include fundraising for legacy program. Note: releases will be tailored to audience.	
		Community	Press release	July 1	Leni, Marketing	Search, Bill	Could include fundraising for legacy program.	
		Networking Partners	Letter	July 1	Leni, Marketing	Search, Bill	Could include fundraising for legacy program.	
	Peers	Press		Press release	July 1	Leni, Marketing	Search, Bill	Try to generate articles, too. Could include fundraising for legacy program.
		Orgs	CUs	Letter	July 1	Leni, Marketing	Search, Bill	Could include fundraising for legacy program. May be email format.
			CDFIs	Letter	July 1	Leni, Marketing	Search, Bill	Could include fundraising for legacy program. May be email format.
	Funders			Letter	July 1	Leni, Marketing	Search, Bill	Could include fundraising for legacy program.



Objective(s)	Audience		Media	Date	Responsibility	Approvals Needed	Comments	
Retirement continued	Gov't	Local	Letter	July 1	Leni, Marketing	Search, Bill	Could include fundraising for legacy program. May be email format.	
		State	Letter	July 1	Leni, Marketing	Search, Bill	Could include fundraising for legacy program. May be email format.	
		Fed	Letter	July 1	Leni, Marketing	Search, Bill	Could include fundraising for legacy program. May be email format.	
	Regulators		Letter	July 1	President	Bill	Could include fundraising for legacy program.	
Announce CEO Search Note: need to give thought on how to present resignation and search simultaneously.	Members		eCurrents	Aug 1	Search Leni, Marketing	Bill	Main article of issue	
			Website	July 1	Search Leni, Marketing	Bill	Set up on-line process	
	Staff		Memo	July 1	Search	Bill		
			Talking pts	July 1	Search	Bill		
	Board		Memo	July 1	Search	Bill	May be same piece as staff notice.	
			Talking pts	July 1	Search	Bill	May be same piece as staff talking points.	
	Local	Press	Press release	July 1	Leni, Marketing	Search, Bill		
		Community	Press release	July 1	Leni, Marketing	Search, Bill	Note: releases will be tailored to audience.	
		Networking Partners	Press release	July 1	Leni, Marketing	Search, Bill	See above.	
	Peers	Press	Press release	July 1	Leni, Marketing	Search, Bill	See above.	
		Orgs	CUs	Press release	July 1	Leni, Marketing	Search, Bill	See above.
			CDFIs	Press release	July 1	Leni, Marketing	Search, Bill	See above.
	Funders		Press release	July 1	Leni, Marketing	Search, Bill	See above.	
	Gov't	Local	Press release	July 1	Leni, Marketing	Search, Bill	See above.	
		State	Press release	July 1	Leni, Marketing	Search, Bill	See above.	
Fed		Press release	July 1	Leni, Marketing	Search, Bill	See above.		
Regulators		Letter	July 1	President	Bill			



Objective(s)	Audience	Media	Date	Responsibility	Approvals Needed	Comments
Communication Updates	Members - Quarterly	Currents and Web site	Sept 05	Search	Bill	Topic: Interview process
		Currents and web site	Dec 05	Search	Bill	Hiring status
		Currents and web site	Mar 06	Leni, Marketing	New CEO	New CEO profile
	Staff	Memo and/or staff meeting	Monthly	Search	Leni	TBD by Search: Selection process, opportunities for participation.
	Board	Memo and/or report at board meeting	Monthly	Search	Search	
Announce Candidate Selection Process	Staff	Memo and staff meeting	Sept. 1	Search	Leni, Bill	TBD by Search: process of review for those interested.
	Board	Memo and report at board meeting	Sept. 1	Search		TBD by Search: process of review for those interested.



Objective(s)	Audience		Media	Date	Responsibility	Approvals Needed	Comments
Announce Candidate Interviews	Staff		Memo and staff meeting	Nov. 1	Search	Leni, Bill	Communicate meet the candidate opportunities. Provide resumes, etc.
	Board		Memo and report at board meeting	Nov. 1	Search		Establish interview schedule. Provide resumes, etc.
Announce Offer Made	Staff		Memo and staff meeting	Jan. TBD	Search	Leni, Bill	Assumes Board makes hiring decision at Dec. meeting. Likely to be something vague for staff memo.
	Board		Memo and report at board meeting	Jan. TBD	Search		
Announce New CEO	Members		eCurrents or Currents	Feb. 1 or Mar. 1	New CEO	New CEO	Main article of issue. Need photo of new CEO.
					President	New CEO	
			Website		Leni, Marketing		Web info could go up earlier.
	Staff		Memo	Feb. 1	President	New CEO	
							Talking pts
	Board		Memo	Feb. 1	President	President	May be same piece as staff notice.
							Talking pts
	Local	Press	Press release	Mar. 1	Leni, Marketing	Search, new CEO	Article development, too. Could include fundraising for legacy program.
		Community	Press release	Mar. 1	Leni, Marketing	Search, new CEO	Could include fundraising for legacy program.
		Networking Partners	Letter	Mar. 1	Leni, Marketing	Search, new CEO	May be email format. Could include fundraising for legacy program.
Peers	Press	Press release	Mar. 1	Leni, Marketing	Search, new CEO	Article development, too. Could include fundraising for legacy program.	



Objective(s)	Audience		Media	Date	Responsibility	Approvals Needed	Comments		
Announce New CEO continued		Orgs	CUs	Letter	Mar. 1	Leni, Marketing	Search, new CEO	May be email format.	
			CDFIs	Letter	Mar. 1	Leni, Marketing	Search, new CEO	May be email format.	
		Funders		Letter	Mar. 1	Mar. 1	Search, new CEO		
		Gov't	Local		Press Release	Mar. 1	Leni, Marketing	Search, new CEO	
			State		Press Release	Mar. 1	Leni, Marketing	Search, new CEO	
			Fed		Press Release	Mar. 1	Leni, Marketing	Search, new CEO	
		Regulators		Letter	Mar. 1	President	New CEO		

CEO Job Description

Department:	Executive	Grade:	18
Reports To:	Board Of Directors	Classification:	Executive
Supervises:	Direct: 4 Indirect: 37	EffectiveDate:	4/29/1996
Approved By:	Board of Directors	Revised	
		Date:	6/9/2004

Role:

To direct the overall operations of the Credit Union with the objective of ensuring financial stability commensurate with the best interests of the members and in alignment with the organization's mission, vision and values; establishing short-term and long-range objectives, plans, and policies subject to the approval of the Board of Directors; and representing the Credit Union within the local and the greater Community Development Credit Union community.

Major Duties and Responsibilities:

- 25% Insures that adequate plans for future development and growth of the business are prepared, and participates in their preparation; periodically presents such plans for general review and approval by the Board of Directors.
- 25% Develops the basic objectives, policies, and operating plans of the Credit Union in alignment with the strategic plan developed by the board and in collaboration with staff; submits these to the Board of Directors for approval.
- 15% Prescribes the specific limitations of the authority of subordinates regarding policies, contractual commitments, expenditures, and personnel actions. Reviews and approves the appointment, employment, transfer or termination of all key employees. Ensures the resolution of any conflicts arising between operating groups, staff units and other elements under immediate supervision.
- 10% Represents the Credit Union as appropriate in its relationships with members, sponsor organization(s), major suppliers, competitors, government agencies, other financial institutions, professional societies, and similar groups.
- 10% Analyzes operating results of the Credit Union relative to established objectives and insures that appropriate steps are taken to correct unsatisfactory conditions.
- 5% Insures that the Credit Union's policies are uniformly understood and properly interpreted and administered by subordinates.
- 5% Plans and directs all investigations and negotiations pertaining to mergers, joint ventures, acquisitions, or the sale of major Credit Union assets.
- 5% Presents proposed operating and capital expenditure budgets for review and approval by the Board of Directors.

Expectations

Each year the board of directors will set the expectations of the President/CEO that address the following:

1. To serve the vision and mission of the organization.
2. To develop growth strategies with the board of directors for the Credit Union and to meet the Credit Union's planned growth and development objectives.
3. To meet or exceed annual budgeted operating plan.
4. To maintain/improve the financial stability of the Credit Union while ensuring adherence to sound accounting practices, **compliance with federal and state regulations**, and effective internal operating controls.
5. To keep the Board of Directors informed regarding key policy and operating issues affecting the Credit Union.
6. To attract, retain and develop a qualified and diverse staff, including the establishment of development objectives and succession plans to support future growth of the organization.
7. To keep informed of industry trends for credit unions, community development financial institutions, and other related areas; and to have an understanding of the foundations and operations of these institutions.
8. To maintain the reputation for leadership and innovation that Alternatives has earned.

(do we need something more explicit about the relationship of the CEO and membership, eg. Solicitation of input and response to input?)

Knowledge and Skills:

Experience:	At least ten years similar or related experience
Education:	BA, MA, or equivalent preferred.

Key Interpersonal Skills:

Work involves extensive personal contact with members of the Board of Directors, community leaders, business leaders, and internal managers. Motivates and inspires staff to be professional, creative, customer-driven and high performers to meet the vision and mission as defined by the goals and objectives of the organization.

Competencies