

Town and Gown of USC Board Succession Planning

POLICY

The purpose of the Board Succession Planning Policy is to ensure that the Board of Directors are aware of and accepts its responsibilities for identifying, recruiting, and recommending potential leaders to the Nominating Committee on a regular basis.

The Board Succession Planning Policy consists of three major parts:

- Mentoring

- Maintaining a Leadership/BIO Database

- Identifying new candidates for Board positions through the Nominating process

Mentoring

Role of Membership Vice Presidents and Mentor Responsibilities

When a new member is accepted into the organization, the Membership Vice Presidents facilitate the identification of one of the three new-member sponsors to be the primary Mentor for the new member. The Mentor is responsible for maintaining a one-to-one connection with the new member that:

- Encourages participation in monthly luncheons

- Makes an effort to introduce the new member to existing members each month

- Communicates by e-mail and phone each month to ensure that the new member is comfortable attending luncheons until she has made additional contacts among the members

- Invites the new member to join in Town and Gown of USC activities, e.g., tasks and events

- Answers questions/initiates discussions and facilitates sign-ups for an organizational committee by the new member. Members are invited to participate on any two of the following committees: Scholarship, Program, Membership, Hospitality, Fund Development, Benefit and Decorations

Role of Board Directors

Board Directors serve on Board Committees (Executive, Audit, Finance, Governance, and Nominating) and either by Board position or by appointment to serve on the committee. Board Committee members are identified by the CEO, Chair or through other committees and credentials to qualify to move into the Chair position.

Board Directors also have a responsibility to mentor by:

- Looking at Board Directors and the general membership for people they think have leadership potential
- Encouraging potential leaders in the general membership by making sure they sign up for a committee so they can learn about the work of that committee
- Answering questions potential leaders may have about any particular Board position
- Orienting potential leaders to the duties of their particular position and to the general requirements for Board Directors.
- Making a concerted effort to identify potential leaders from the organizational committee that the Vice Presidents and Chairs lead. The Vice Presidents and Chairs would then nominate them as candidates for that position when their term ends.
- Cultivating a relationship with these potential leaders by asking if they are willing to have their names submitted to the Nominating Committee

Board Term Limits—Stepping off the Board to Promote New Leadership

Board of Directors may serve no more than eight consecutive years as a Director. This applies to all appointed and elected positions.

Turnover on the Board is an essential element to bring newer members into leadership roles. Carefully chosen successors ensure quality leadership, continuity of initiatives, and responsible governance.

As Directors leave the Board, they are accountable for providing consultation and resources for their successors.

Former Directors may continue to serve on organizational committees to support new leaders.

Maintaining a Leadership/BIO Database

It is the responsibility of the Executive Associate to maintain a Leadership/BIO Database. This database is made up of information submitted on the application of each potential member and recommendations by Vice Presidents and/Chairs for members who should be considered for leadership roles (elected or appointed Board positions). Since this database only goes back a few years, it is important that Board Directors glean information about potential leaders that can be shared with the Nominating Committee for anyone they recommend who became a member prior to 2012.

Nominating Committee Succession Duties

The Chair of the Nominating Committee frequently reminds Board Directors that they are responsible for continually identifying, recruiting, and recommending names of potential leaders to the Nominating Committee on a regular basis. The Nominating Chair keeps a list of recommended candidates for particular Director Positions and gives list of recommendations to the incoming Nominating Chair.

The Nominating Chair prepares Nominating Committee Members to assume their roles according to the Bylaws, Standing Rules and Operating Procedures, and the Board-approved Nomination and Election Policy and Procedures. The Nominating Committee uses the Board-approved General Requirements for Town and Gown of USC Board of Directors and Board Position Descriptions. The Committee may also refer to the “Checklist for Identifying Leadership Capability” attached to this policy for additional ideas for selecting qualified candidates to serve on the Board.

Town and Gown of USC Checklist for Identifying Leadership Capability

Demonstrated Interest in the Organization

- Regular attendance with timely reservations
- Responds promptly to emails or requests
- Volunteers to help the group
- Communicates with the leadership

Curious about history, mission and members
Affiliation with USC – Trojan Affinity

Does this Member Convey the Following Characteristics?

Positive representative of T&G
Team-orientation
Willing to give the time and energy to do a good job with assigned tasks and follow through
Trustworthy with proprietary information
Able to develop rapport with other members
Positive attitude and friendliness

Organizational Behaviors

Arrives on time and is prepared for event
Able to participate meaningfully in activities with others
Makes suggestions for improvement; understands pros & cons
Shares ideas – does not dominate
Courteous, thoughtful, enthusiastic

Specific Skill Inventory.

Work or volunteer skills that match the needed role
Readiness to be part of the committee work/position
Demonstrated talent with the tasks
Understanding of the time commitment required
Ability to write and speak with authenticity and knowledge
Technical expertise with word, excel, Google Docs, social media,
Ability to organize work, delegate and manage team

Board Approved: 1/31/2018