

## **Executive Director Succession Planning**

### Summary:

At the January 2010 Board meeting, members requested that this item be placed on the April agenda for discussion. The Board's current policy on Selection of Successor of the Executive Director and the Executive Director's Job Description are attached for reference.

Staff Recommendation: None. For discussion only.

TEXAS BOARD OF NURSING  
POLICY AND PROCEDURE

POLICY NAME SELECTION OF SUCCESSOR EXECUTIVE DIRECTOR

DATE OF ORIGIN July 19, 2007

PURPOSE To have in place a succession plan in the event of the anticipated or unanticipated departure or incapacity of the Executive Director of the BON

1.0 POLICY	1.1 The Board will have a transition plan in place to ensure that the operation of the BON remains fluid and uninterrupted in the event of the anticipated or unanticipated departure of the Executive Director of the BON
2.0 STANDARDS/CRITERIA	<p>2.1 The Board shall establish a search committee consisting of the President, Vice President and one Board Member charged to make the determination of whether to retain an internal or external search firm for the succession planning effort. The search committee may add additional members as it determines to be appropriate to accomplish the task of identifying the qualifications of prospective candidates and assisting in the identification of prospective candidates for the Board to select a successor Executive Director.</p> <p>2.2 The Board, in consultation with the Executive Director, shall designate a person to serve as interim Executive Director in the event of a lapse of time from the anticipated departure of the Executive Director and the selection of a new Executive Director. The Board shall not select a current member of the Board to serve as interim Executive Director.</p> <p>2.3 Current members of the Board may not be a candidate to serve as Executive Director without first resigning from the Board. Upon the date of first publication of any notice or press release about the availability of candidates to apply to become Executive Director of the BON, a member of the Board who has not resigned may not become a candidate.</p> <p>2.4 The current Executive Director shall be responsible to ensure that procedures are in place to facilitate a fluid and uninterrupted transition in the event of the sudden departure or incapacity of the Executive Director of the BON.</p>

### 3.0 OPERATIONAL PROCEDURE

3.1 The Board shall implement the transition plan.

3.2 The following documents shall be maintained and kept current as a resource for the search committee, the search firm and potential candidates to evaluate the qualifications and requirements for the potential candidate pool and specific candidates:

- a) B O N strategic plan , appropriations, and mission and vision statements.
- b) Bylaws of the BON.
- c) Executive Director job description (which includes qualifications).
- d) Relevant governance policies from the *Policies and Procedures* relating to the roles and responsibilities of the BON Board members and its Executive Director.

3.3 The steps to be taken by the search committee to identify the qualifications of prospective candidates and to select the candidate for a successor Executive Director shall include at least the following:

- a) Meet with the interim Executive Director.
- b) Identify time line and confirm that required materials under 3.2 of this Policy have been assembled.
- c) Prepare a proposed budget to be submitted to and approved by the Board, including the need to hire a search firm, fees, the scope of search (internal and external), the need for additional Board meetings including travel expenses, relocation expenses, and other expenses related to the selection of a successor Executive Director.
- d) Determine the need for additional members to be the search committee.

Policy of Executive Director for transition in case of immediate departure or incapacity of the ED. This policy will remain in effect until the Board has met to select an interim director.

- 1) The current Department Directors will share in responsibility of running the day-to-day operations of the agency.
- 2) The Directors will select a lead director to establish a point-of-contact to the board and for outside entities.
- 3) Lead Director will notify all State oversight agencies of the temporary agency change.

# TEXAS BOARD OF NURSING

## Position Description for Executive Director

I. FUNCTIONAL TITLE: Executive Director

II. DEFINITION: The executive director is appointed by the Texas Board of Nursing to serve as the chief executive officer of the agency. Recommends and participates in the Board's formulation of its mission, strategic plan, rules and policies. Within that framework, plans, organizes, coordinates, controls, directs and evaluates programs, activities and staff of the agency.

III. QUALIFICATIONS:

- A. Licensed as a registered nurse in Texas or eligible for licensure in the state.
- B. Holds a masters degree with a major in nursing from an accredited university.
- C. Skills and expertise required to obtain maximum utilization of resources. Should include progressive successful experience in management/supervisory positions in nursing with demonstrated leadership ability in development of management/staff, working with boards and committees. Knowledge and experience in budget preparation and execution, financial management, strategic planning and communications.
- D. Actively employed in a nursing position for at least three years immediately preceding appointment as executive director.
- E. Demonstrates specialized knowledge of nursing education and practice in Texas and the United States.
- F. Skilled in effective oral and written communications.

IV. RESPONSIBILITIES:

Responsible to the Texas Board of Nursing for implementing the NPA, rules and regulations and the Board's mission and goals.

V. FUNCTIONS:

- A. Promotes active participation on the part of the Texas Board of Nursing and supports the members in their governance role.

- B. Responsible for formulating and recommending policies, rules and regulations, financial plans and other appropriate projects for the Texas Board of Nursing consideration and approval.
- C. Provides leadership by communicating the mission and philosophy of the Texas Board of Nursing, conveying a clear sense of the Board's goals and objectives.
- D. Maintains effective relationships with other applicable agencies, organizations and associations in accordance with the Texas Board of Nursing's mission, philosophy and goals. Represents the Board on inter-agency committees, participates in special projects, committees, studies or other activities which have direct relevance to the mission and goals of the Texas Board of Nursing.
- E. Monitors state and national trends in nursing and regulation of nursing. Keeps the board informed as to the implications of such trends including recommendations for the Board's consideration.
- F. Maintains effective working relationships with relevant state governmental entities such as the Legislative Budget Board, Governor's office and various health related legislative committee members and staff. Communicates the Texas Board of Nursing's priorities and needs with respect to funding as well as legislative changes.
- G. Ensures that decisions vital to the mission and goals of the Texas Board of Nursing are reached on a timely basis and in a manner that enables the Board to maintain a consistent and unified approach in pursuit of its objectives.
- H. Provides the necessary liaison and staff support to the Texas Board of Nursing and its committees to help them fulfill their functions; assures that committee recommendations are submitted to the Board for approval.
- I. Responsible for all day-to-day decisions related to the operation and maintenance of the agency. Keeps the board fully informed on key issues impacting the mission and goals of the board.
- J. Responsible for establishing effective personnel practices that are in keeping with state laws and policies and that are conducive to retaining a well qualified work force dedicated to the mission of the board and to total quality improvement.
- K. Fosters the full development of all personnel such that decentralized decision-making occurs.
- L. Assures that all funds, legal records, physical assets and other property and management controls are properly instituted and safeguarded.

- M. Executes such contracts and commitments as may be authorized by established policies of the board.

## VI. CONDITIONS OF EMPLOYMENT

- A. Serves at the discretion of the Texas Board of Nursing.
- B. Subject to annual evaluation.
- C. Available for considerable travel.
- D. Other conditions are spelled out in the personnel manual.