

President Succession Plan for Partnership for Children of Cumberland County, Inc.

Introduction

The President's position is a central element in the organization's success. Therefore, ensuring that the functions of the President and the goals of PFC are well-understood and shared among the Board of Directors and staff helps to ensure organizational stability and leadership continuity in the event of a change. This kind of succession plan management is equally helpful in facilitating a smooth transition whether it is planned or unplanned.

The Board of Directors of Partnership for Children of Cumberland County (PFC) recognizes that this is a plan for contingencies due to the disability, death or departure of the President. If the organization is faced with the unlikely event of an untimely vacancy, PFC has in place the following succession plan to facilitate the transition to both interim and long-term leadership.

The Board of PFC has reviewed the attached job description of the President. The board has a clear understanding of the President's role in organizational leadership, program development, program administration, operations, board of directors' relationships, financial operations, resource development and community presence.

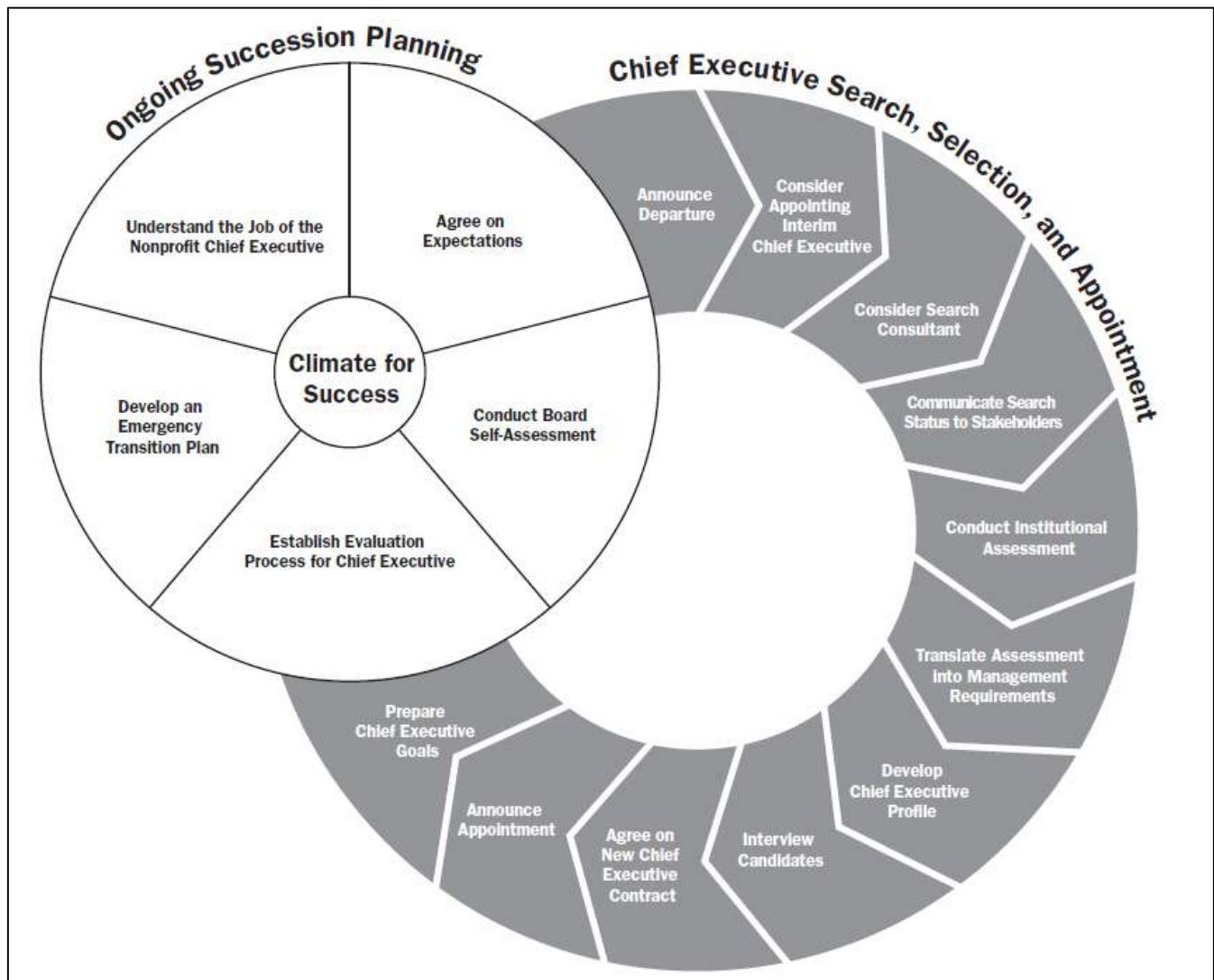


Figure 1. Model for Succession Planning Cycle

I. Short-Term Absence Succession Plan

A ~~short-term~~short-term absence is one of less than three months in which it is expected that the President will return to his/her position once the events precipitating the absence are resolved. A ~~short-term~~short-term absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical. The Board of Directors Chair is authorized (or authorizes the Executive Committee) to implement the terms of this plan in the event of the ~~short-term~~short-term absence of the President.

In the event of a ~~short-term~~short-term absence of the President, the President or the VP of Finance is to inform the Board Chair (or ~~highest-ranking~~highest-ranking volunteer board member) of the absence, both verbally and in writing as soon as it is feasible. The Board Chair should convene a Board of Directors meeting or Executive Committee (quorum is required) to affirm the procedures prescribed in this plan or to make modifications as the Board deems appropriate. At the time that this plan was approved, the appointee to Acting President is the VP of ~~Finance~~Programs. Should the standing appointee to the position of Acting President be unable to serve, the first and second back-up appointees for the position of Acting President will be: 1.) the VP of Planning and Evaluation or 2.) an Appointed Board Member. The Acting President will be notified both verbally and in writing at any time during a transition of appointment. The VP of ~~Finance Programs or the VP of Planning and Evaluation~~ will maintain their current direct reports. In the absence of the President, the President's direct reports will become the Acting President's direct reports.

If this Acting President is new to his/her position (less than one year) and fairly inexperienced with this organization (less than 2 years), the Board of Directors or Executive Committee may decide to appoint one of the back-up appointees to the Acting President position. This appointment will be both verbal and written. The Board of Directors may also consider the option of splitting executive duties among the designated appointees. Any changes to duties will also be both explained verbally and in writing.

~~A. Authority and Compensation of the Acting President~~

~~The person appointed as Acting President shall have the full authority for decision-making and independent action as the regular President to include but not limited to signing checks, signing contracts and any personnel changes or terminations. The Acting President may be offered a temporary salary increase to the minimum of the current salary range of the President's position or 10% increase in current~~

~~salary, whichever is greater not to exceed the maximum salary level amount of the Acting President's current salary range. Any changes in temporary salary increase must be in writing and approved by the Board Chair.~~

~~B. Board Oversight~~

~~The board member responsible for monitoring the work of the Acting President shall be the Board Chair. The Board of Directors and the Executive Committee will be sensitive to the special support needs of the Acting President in this temporary leadership role.~~

~~C. Communications Plan~~

~~Immediately upon transferring the responsibilities to the Acting President, the Board Chair will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority in writing. As soon as possible, after the Acting President has begun covering the unplanned absence, Board members and the Acting President shall communicate in writing the temporary leadership structure to key external supporters of PFC, including, but not be limited to, government contract officers, delegate agencies, foundation program officers, civic leaders, major donors and others as deemed appropriate.~~

AD. Completion of Short-Term Emergency Succession Period

The decision about when the absent President returns to lead PFC should be determined by the President and the Board Chair. They will decide upon a mutually agreed upon schedule and return start date. While the President transitions back to a full-time commitment, a reduced schedule can be allowed for a set period of time with approval of the Board Chair. In the event the absence is due to medical reasons, the date of return and schedule will be determined by a doctor's written release and/or instructions and in accordance with HR Policy 424 – Return to Work after Serious Illness or Injury.

II. Long-Term Absence Succession Plan

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

- Recognizing that it may not be reasonable to expect the Acting President to carry out the duties of two positions for more than three months, the Board of Directors, in consultation with the Acting President, will promptly consider temporarily filling the position left vacant

by the Acting President. The position description of a temporary manager would focus on covering the priority areas in which the Acting President needs assistance.

A. Completion of Long-Term Succession Period

The decision about when the absent President returns to lead PFC should be determined by the President and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. While the President transitions back to a full-time commitment, a reduced schedule can be allowed for a set period of time with approval of the Board Chair. In the event the absence is due to medical reasons, the date of return and schedule will be determined by a doctor's written release and/ or instructions and in accordance with HR Policy 424 – Return to Work after Serious Illness or Injury.

III. A. Authority and Compensation of the Acting President

The person appointed as Acting President shall have the full authority for decision-making and independent action as the regular President to include but not limited to signing checks, signing contracts and any personnel changes or terminations. The Acting President may be offered a temporary salary increase to the minimum of the current salary range of the President's position or 10% increase in current salary, whichever is greater not to exceed the maximum salary level amount of the Acting President's current salary range. Any changes in temporary salary increase must be in writing and approved by the Board Chair.

A.B. Board Oversight

The board member responsible for monitoring the work of the Acting President shall be the Board Chair. The Board of Directors and the Executive Committee will be sensitive to the special support needs of the Acting President in this temporary leadership role.

C.B. Communications Plan

Immediately upon transferring the responsibilities to the Acting President, the Board Chair will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority in writing. As soon as possible, after the Acting President has begun covering the unplanned absence, Board members and the Acting President shall communicate in writing the temporary leadership structure to key external supporters of PFC, including, but not be limited to, government contract officers, delegate agencies, foundation program officers, civic leaders, major donors and others as deemed appropriate.

IV.H. Succession Plan in Event of a Permanent Change in President

A permanent change is one in which it is firmly determined that the President will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with the following additions:

- In the event the President retires, resigns or is terminated for any other reason, the Board of Directors Chair or Vice Chair must notify the assigned Program Officer at NCPC by email, providing the following information:
 - The last date of the President's employment;
 - Contact information for the Interim President (an Interim President cannot also serve as a board member);
 - Plans for recruitment and selection of a new President, including who will serve as the transition committee.
- Within 30 days of notification, the Board of Directors Chair will appoint a Transition Committee and Transition Committee Chair and Vice Chair to plan and carry out the transition to a new President. The Transition Committee will select members for an interview subcommittee. The Transition Committee will also consider the need for outside consulting assistance depending on the circumstances of the transition and the board's capacity to plan and manage the transition and search. The Transition Committee will also determine the need for an Interim President, and plan for the recruitment and selection of an Interim President and/or permanent President.

IV. Checklist for Acceptance of Succession Plan

☐ **Succession plan approval.** This succession plan will be approved by the Board of Directors.

- *This plan will be reviewed annually.*

☐ **Organizational Development.** Performance management is an ongoing communication process that involves both supervisor and employee on a yearly basis to include the President and the Board of Directors.

- This includes identifying and describing essential job functions and relating them to the mission and goals of PFC.
- Developing professional development goals and opportunities to sustain, improve and build on employee work performance and succession.

- ☐ **Organizational Charts.** ~~Two~~ An organizational charts need to be prepared and attached to this plan.
 - Prepare and attach an organizational chart reflecting staffing positions and lines of authority/reporting throughout the organization.
 - ~~Prepare and attach a second organizational chart that reflects how that structure will change within the context of an unplanned absence of the President.~~
- ☐ **Important Organizational Contact Information.** Complete the attached *Information and Contact Inventory* and attach it to this document.
 - Attach a current list of the organization's board of directors (Appendix 1).
- ☐ **Signatories.** The Board Chair, the President, Vice Chair and Secretary and the appointees designated in this plan shall sign this plan.
 - *This plan will be reviewed and signed with every transition to a new board chair or signatory.*
- ☐ **Original and Copies.** The original copy of this plan and all corresponding documents shall be maintained in the Human Resources Manager's office. Copies of this Succession Plan along with the corresponding documentation shall be maintained by the Board Chair, the President, and the Acting President Appointee.

~~V. Key Information Inventory~~

~~Knowing where your organization's key information is located is critical so that if an emergency succession should occur, your organization would be able to quickly continue work in the most efficient and effective way.~~

~~Non-Profit Status~~	~~Onsite Location~~	~~Offsite Location~~	~~Online URL~~
IRS Determination Letter	X Fiscal Drive	☐ _____	X www.ccpfc.org
IRS Form 1023	X Fiscal Drive	☐ _____	X www.ccpfc.org
Bylaws	X Community Drive	☐ _____	☐ _____
Mission Statement	☐ _____	☐ _____	X www.ccpfc.org
Board Minutes	X Community Drive	☐ _____	☐ _____
Corporate Seal	X Purchasing Specialist's office in the safe		

351 Wagoner Drive, Suite 200
Fayetteville, NC 28303
P 910-867-9700 / F 910-867-7772
ccpfc.org

~~President and VP of Finance (with President's approval). All transfers require two authorized signatures. Board authorized signers include the President, Board Chair, Vice Chair and Treasurer.~~

~~Who are the authorized check signers?~~

~~President, Board Chair, Vice Chair and Treasurer~~

~~Is there an office safe? Who has the combination/keys?~~

~~The safe is located in the Purchasing Specialist's office. The President, VP of Finance, and Executive Specialist each have a set of keys and know the safe combination. The combination is also located electronically with the President's passwords.~~

~~Legal Counsel~~

~~Attorney: PoynerSpruill~~

~~Name: Susanna Gibbons—Employment Compliance Law~~

~~Phone Number: 919-783-2813~~

~~E-mail: SGibbons@poynerspruill.com~~

Name of Person Completing Document: _____

~~The Succession Plan and the supporting documents (the information and contact inventory, job descriptions, and organizational charts) should be reviewed and updated annually.~~

VI. Signatures of Approval

_____	_____
Board Chair	Date
_____	_____
President	Date
_____	_____
Vice Chair	Date
_____	_____
Secretary	Date
_____	_____
Individual Selected as Acting President	Date
_____	_____
Acting President's Current Title	Date

We acknowledge the leadership of Transition Guides (notably Tom Adams and Don Tebbe, as well as plan guidance from Karen Gaskins Jones, and Victor Cheers) in guiding The Center for Nonprofit Advancement in grasping the impact of Succession Planning and Executive Transitions. Additional thanks to Troy Chapman of the Support Center for Nonprofit Management of New York City, Tim Wolfred of CompassPoint Nonprofit Services for their guidance on the development of this document. The Information and Contact Inventory document is adapted by permission from the Nonprofit Coordinating Committee of New York City. Temp 420

Appendix 1 - PFC 2026/2027 BOARD OF DIRECTORS

	Last Name	First Name	Company	Board Position
1	Adeyemi	Christiana	Better Health of Cumberland County, Inc.	Other Non-Profit Human Service Agency
2	Ballard	Lonnie	Action Pathways	Local Head Start Program - NC Pre-K
3	Bennett	Dr. Rondell*	Fayetteville Technical Community College	Higher Education Institution
4	Bracy	Dr. Eric	Cumberland County Schools	School Administrator - NC Pre-K
		<i>Maria Ford - Designee - CCS</i>		
5	Chalmers McClain	Dr. Melody	Cumberland County Schools	Public School Exceptional Children's Preschool Program - NC Pre-K
6	Childers	Lisa	NC Cooperative Extension 4-H Youth Development	Local Cooperative Extension Agency
7	Deaton	Joseph (Joe)	Retired	Community at Large
8	Evans	Deborah*	Kingdom of Glory Ministries	Faith Community
9	Fecher	Dr. Patricia	Methodist University	Higher Education Institution - Board Chair
10	Gronski	Dr. Meredith	Methodist University	Community at Large
11	Gunter	Van	First Bank	Business Leader - Past Board Chair
12	Jackson	Brenda	Cumberland County DSS	Department of Social Services - NC Pre-K
		<i>Shona Bannister - Designee - Department of Social Services</i>		
13	Jallow-Konrat	Haja	Caring Hearts Behavioral Services, LLC	Parent of a Child 5 or Younger - NC Pre-K
14	Klinck	Amanda	Microsoft	Community at Large
15	Lada	Katherine	Children's Developmental Services Agency	Inter-Agency Coordinating Council - Board Secretary
16	Rash	DeShaun*	Wounded Warrior Project	Military Community Rep
17	Rodriguez Laureano	Maybelyn	MRL Strategies LLC	Business Leader
18	Skeens	Heather	Cumberland County	County Managers Office
19	Smith	Betty	Retired	Community at Large - Board Treasurer
20	Stiff	Elizabeth	L3 Brand Community Alliance	Other Non-Profit Human Service Agency
21	Swinney	Martin*	Retired	Community at Large

25	Tyson-Johnson	Felicia	Soothing Minds Counseling Services	Local Mental Health Professional or Health Care Provider
23	Vandevender	Linda	Cumberland Community Dev Ctr (dba) Trinity Child Care	Child Care Provider from a Licensed Center-Based Child Care Facility - NC Pre-K
24	Warren	Darlisha	PWC	Municipal Government - Board Vice Chair

***5 New Board Members**

Appendix 2

SAMPLE TRANSITION TIMELINE

Event	Responsible Party	Date
Resignation notice — chief executive gives 90 days notice		Sept. 1
Board/chief executive discuss departure		Sept. 1 - 7
Board appoints transition committee	Board Chair	Sept. 7
Transition committee holds organizing meeting	Transition Committee	Sept. 10
Transition committee plans departure announcement	Transition Committee/ PR Consultant	Sept. 10 – 14
Board chair or VP Finance (VP Finance) meets with staff	Board Chair or VP Finance	Sept. 14
Organization announces departure publicly	Board Chair w/Staff Support	
Transition committee holds planning session with staff	Transition Committee Chair	Sept. 22
Board holds strategic review and leadership planning meeting	Board	Sept. 27
Transition committee holds meeting to develop job profile and search plan	Transition Committee	Oct. 9
Transition committee launches search	Transition Committee	Oct. 12
Transition committee holds check-in meeting(s)	Transition Committee	TBD
Transition committee holds resume review meeting	Transition Committee	Nov. 28
Transition committee holds round one interviews	Transition Committee	Dec. 8

Event	Responsible Party	Date
Transition committee holds second planning session with staff	Transition Committee Chair	Dec. 10
Semifinalists visit office and meet with staff	Semifinalists	Week of Dec. 10
Executive committee holds round two interviews	Executive Committee	Dec. 18
Board meets to ratify selection	Board	Dec. 21
Executive gives notice to current employer	—	Dec. 30
Transition committee plans on-boarding process	Transition Committee	Jan. 2
Organization announces new executive	Transition Committee	Feb. 1
New executive starts work	—	March 1
New executive and board embark on orientation/post-hire process	Various Members of the Executive Committee and Management Staff	Mid- to late March
Chief executive completes 90-day plan	Chief Executive	Early to Mid-April
Board chair engages with chief executive in 90-day check-in review	Board Chair Chief Executive	Mid- to late June
Executive committee conducts six-month evaluation of executive	Executive Committee	Mid- to late December
Executive committee conducts annual performance evaluation of executive	Executive Committee	Mid- to late March of the following year



NOW HIRING PRESIDENT

Lead Today. Build Tomorrow.

Partnership for Children of Cumberland County (PFC) seeks an experienced, collaborative, and forward-thinking leader to serve as its next President. Reporting to the Board of Directors, the President provides strategic, operational, fiscal, and community leadership to advance PFC's mission and strengthen systems that support young children, families, and early childhood professionals.

ABOUT PARTNERSHIP FOR CHILDREN

PFC is a family-focused, child-centered nonprofit and North Carolina Smart Start partnership serving Fayetteville, Cumberland County, and surrounding communities. We work collaboratively with families, early childhood professionals, partners, and funders to improve outcomes for young children and strengthen the systems that support them.



WHO WE ARE LOOKING FOR

An accomplished leader who builds trust, inspires collaboration, and drives results. You will balance strategic vision with effective management, strong financial stewardship, and meaningful relationships with our community and partners.



EDUCATION & EXPERIENCE

- Bachelor's degree required; Master's preferred.
- Minimum 3–5 years of progressively responsible experience in program management, budgeting, staff leadership, and supervision.
- Demonstrated experience in nonprofit management, grant administration, and building partnerships.
- Strong written and verbal communication skills.
- Knowledge of early childhood systems, Smart Start, human services, or related fields highly desirable.

CORE RESPONSIBILITIES



1. STRATEGIC LEADERSHIP & BOARD PARTNERSHIP

Partner with the Board to set priorities, develop and implement strategic plans, provide timely information and guidance, and ensure Board-approved goals and policies are achieved.



2. ORGANIZATIONAL & STAFF LEADERSHIP

Lead day-to-day operations, develop effective systems and policies, and build a culture of collaboration, accountability, and growth while recruiting, developing, and supporting staff.



3. FINANCIAL & RESOURCE STEWARDSHIP

Oversee budgets, grants, assets, and other resources; ensure responsible use of public and private funds and compliance with all applicable requirements and policies.



4. COMMUNITY & PARTNERSHIP LEADERSHIP

Build strong relationships with government, community partners, funders, and stakeholders; promote collaboration and represent PFC in community and public forums.



5. PROGRAMMATIC & ORGANIZATIONAL SUSTAINABILITY

Guide the development and evaluation of initiatives, pursue funding and partnership opportunities, and position PFC for long-term impact and sustainability.



HOW TO APPLY

Apply online through our career portal at ccpfc.org/careers

OR



Mail application materials to:
Human Resources
Partnership for Children of Cumberland County
351 Wagoner Dr., Suite 200
Fayetteville, NC 28303

Appendix 4



Appendix 4: **Smart Start Accountability Plan** **Transition and Hiring of Local Partnership Executive** **Directors Qualification Requirements** **for a Local Partnership Executive Director**

Effective January 1, 2020 July 1, 2023 / Revised July, 2026

The North Carolina Partnership for Children, Inc. (NCPC) is responsible for the Smart Start appropriation from the General Assembly and is charged with ensuring fiscal and programmatic accountability of those public funds. Contracted Local Partnerships (LPs), who make up the Smart Start Network, utilize these funds to advance a high quality, comprehensive, accountable system of care and education for children in all 100 North Carolina counties. In recognition of the importance of an executive director (ED), or similarly titled position, to the well-being and impact of an LP and their role in the Smart Start Network, NCPC provides guidance for the transition and hiring of an ED.

This includes the following:

- Required notice of ED transition to NCPC
- Minimum ED qualifications recommendations
- Background checks
- Salary schedule
- Final notice of new ED hiring to NCPC
- Sample resources

Requirement of Notice to NCPC of ED Change in Status

If the ED goes on extended leave (including but not limited to administrative leave, medical leave, or sabbatical), retires, resigns, or is terminated for any reason, the Local Partnership (LP) Board must appoint an acting or interim Executive Director, as appropriate, and notify NCPC by email to the assigned Program Officer.

The notification must include:

- The ED's last date of employment or, if applicable, the expected return date from leave;
- The name and contact information of the acting or interim ED (the acting or interim ED may not serve concurrently as a board member); and
- The LP's plan for recruiting a permanent ED, including identification of the selection committee.
- The LP must have an approved plan for hiring a permanent Executive Director within six (6) months of the vacancy.

Minimum ED Qualification Recommendations

1. **Education Recommendations.** Undergraduate degree (graduate degree preferred) in business administration or related business field, public administration, public policy, education, or human services-related field.
2. **Experience Recommendations.** Minimum of five years of experience in management and financial administration with at least three years of supervisory experience.

Other key business competencies for ED that should be considered include:

- Experience in nonprofit or state government financial administration and management, including responsibility for developing and managing diversified sources of funding (e.g. federal, state, local, private) and responsibility for regulatory compliance.
- Experience managing early childhood programs.
- Experience working and convening diverse stakeholders for community impact.
- Experience in nonprofit board governance and working with governing boards.
- Experience fundraising and grant writing for the nonprofit sector.

Candidate Vetting and Selection

LP Boards are responsible for the final selection of a candidate when hiring an ED. To maintain fiscal and programmatic integrity within the Smart Start system, LP Boards should aim to hire a candidate that meets the minimum education and experience qualification recommendations (above). If an ED is hired that does not meet the minimum qualifications recommendations, the LP may not necessarily have the capacity to meet the terms of their contract with NCPC.

For a candidate who does not meet the recommended qualifications, the LP Board will at a minimum provide NCPC with the candidate's resume and may meet with NCPC to discuss the candidate's commensurate education and experience. If NCPC approves an exception to the recommended qualifications, NCPC will notify the LP Board.

If a candidate has prior experience as an ED with the Smart Start Network, the LP Board is required to request and receive a reference from the LP at which they were formerly employed. NCPC and the LP Board may jointly review any relevant information and determine if the candidate is still eligible for hire.

Background Checks

All offers of employment to new EDs are contingent upon clear results of a thorough background check. Before conducting any background checks, candidates must sign and submit a background authorization and release form to the LP. The background check is the LP's responsibility and does not need to be submitted to NCPC; however, the LP shall confirm to NCPC that the background check has been completed. **Reference ED Background Check Document**

Salary Schedule

Boards must use the ED Salary Schedule in determining the ED's salary. *Reference Executive Director Salary Schedule.*

Final Notice of New ED Hire

Once the final candidate is selected and accepts the position, LP Boards must notify NCPC (by email to assigned Program Officer), and provide the following information:

- ED name, email address and phone number
- Start date
- Confirmation statement that selected candidate meets the minimum Smart Start ED qualifications recommendations or has been approved for an exception
- Confirmation of completion of the background check

Sample Resources

Transition plans, job descriptions and competencies, checklists, advertisements/postings, etc., are available for LP Boards and search committees to use in hiring. Many of these were created and used by other LP Boards during ED searches. NCPC Program Officers are available to help locate resources and/or provide additional guidance and support to LP staff and Boards.

~~The North Carolina Partnership for Children, Inc. (NCPC) is responsible for the Smart Start appropriation from the General Assembly and is charged with ensuring fiscal and programmatic accountability of those public funds. Contracted local partnerships (LPs), who make up the Smart Start network, utilize these funds to advance a high quality, comprehensive, accountable system of care and education for children in all 100 North Carolina counties. In recognition of the importance an executive director to the well-being and impact of a LP and their role in the Smart Start network, the following minimum qualification requirements have been established for a Smart Start Executive Director.~~

~~This document is not intended to provide best practice guidelines and resources for executive director recruitment and hiring. There are numerous sample resources (e.g. transition plans, job descriptions and competencies, checklists, advertisements) available for LP Boards and search committees to use. Many of these were created and used by other LP Boards who were in an executive director recruitment process. Your NCPC Program Officer can send a list of available resources. Additional LP Board resources are available from NCPC's LP Central website around board governance and oversight developed by Board Source and NCPC.~~

Notice of Transition

~~LP Boards must notify NCPC (by email to assigned Program Officer) in the event the executive director retires, resigns, or is terminated for any other reason, and provide the following information:~~

- ~~• The last date of the executive director's employment;~~

- ~~• Contact information for the interim executive director (an interim executive director cannot also serve as a board member); and~~
- ~~• Plans for recruitment and selection of new executive director, including who will serve as the selection committee.~~

Minimum Qualification Requirements

1) Education Requirements

~~Candidates must possess a bachelor's degree (graduate degree preferred) in business administration or related business field, public administration, public policy, education, or human services related field.~~

2) Experience Requirements

~~Candidates must have a minimum of five years of experience in management and financial administration with at least three years of supervisory experience.~~

~~Other key business competencies for executive director that should be considered, but are not a minimum requirement are:~~

- ~~• Experience in nonprofit or state government financial administration and management, including responsibility for developing and managing diversified sources of funding (e.g. federal, State, local, private) and responsibility for regulatory compliance.~~
- ~~• Experience managing early childhood programs.~~
- ~~• Experience convening stakeholders for community impact.~~
- ~~• Working with diverse community stakeholders.~~
- ~~• Experience in nonprofit board governance and working with governing boards.~~
- ~~• Proven fundraising and grant writing experience for the nonprofit sector.~~

Candidate Vetting Process

~~LP Boards are responsible for the final selection of a candidate when hiring a local partnership's executive director. However, to maintain fiscal and programmatic integrity within the Smart Start system, LP Boards must provide NCPC with information to demonstrate the candidate meets the minimum qualifications of education and experience. Documentation can vary, but at minimum, the candidate's resume, and verification of education are acceptable forms of documentation. LP Boards will be notified once the minimum qualifications are reviewed by NCPC.~~

~~If a candidate has prior experience as an executive director for a Smart Start local partnership, NCPC and the LP Boards will also review a candidate's prior executive director experience with the Smart Start network. NCPC and the LP Boards will jointly review any relevant information and determine if the candidate is still eligible for hire.~~

~~A candidate that does not meet the minimum requirements stated above is not necessarily ineligible, however, the candidate's qualifications will be subject to additional review and documentation. NCPC and the LP Boards will jointly meet to review the candidate's commensurate qualification. If accepted, NCPC will approve an exception and notify the Boards.~~

Background Checks

~~All offers of employment to local partnership executive directors are contingent upon clear results of a thorough background check. Before conducting any background checks, candidates must sign and submit a background authorization and release form to the hiring agency. The background check is the local partnerships responsibility.~~

~~**Reference ED Background Check Document.**~~

Salary Schedule

~~Boards must use the Executive Director Salary Schedule in determining the Executive Directors salary.~~

~~**Reference Executive Director Salary Schedule.**~~

Non-Compliance

~~LP Boards cannot hire a candidate that does not meet the minimum qualifications, unless an exception has been approved by NCPC. If an executive director is hired without the minimum Smart Start executive director qualifications the local partnership will not be in compliance with the terms of their contract with NCPC.~~

Last Revised: 7/12/2019 Updated: 12/4/2019

Appendix 5

Resume Scoring Sheet

Rank each candidate on a scale from 1-3 using the following criteria.

1 = Meets all criteria. Has all the required experience, skills and education. An excellent match for the position, at least on paper

2 = Meets some of the criteria. Has some of the required experience, skills and education. Maybe a good match for this position. Might be worth exploring further.

3 = Unqualified. Has little relevant experience or skills.

	Mission Experience/ Non-Profit	Senior Leadership Experience	Funding Growth Experience	Organizational Development	Board Experience	Community Engagement	Advocacy	Written Skills	Resume Score
Candidate Name:									
Comments:									
Candidate Name:									
Comments:									
Candidate Name:									
Comments:									
Candidate Name:									
Comments:									

Appendix 6

First Round Interview/ PFC President

Applicant's Name: _____

Interview Date: _____

Interviewer Name: _____

1. Could you give us a brief synopsis on why you applied for this position and how your current/-past experience relate to the responsibilities and duties of the President's position?
2. What is your general knowledge of the state--wide early childhood system and/or programs?
3. Please share your current/ past community engagement experience to include your experience working with a non-profit board, working with volunteers and or any personal volunteering experiences.
4. Please share your experience and/or knowledge you have pertaining to fund development, grant writing, fundraising and/or donations and sponsorships.

Appendix 7

Candidate: _____

President Interview Questions Round 2

Competency: Leadership

A. We'd like you to tell us how you define the role as President in relation to the board of directors and the organization as a whole.

1. What are the clear delineators between the board and President responsibilities?

Score:

(1) Inadequate

(3) Meets Needs

(5) Excellent

Comments:

B. Hiring, supervision, and development of staff are an integral part of this position. PFC currently has approximately 60 employees

2. How would you describe your leadership style?

Score:

(1) Inadequate

(3) Meets Needs

(5) Excellent

Comments:

Competency: Strategic Thinking

- A.** *A primary role for the President is to serve as an advocate and collaborator to help create change for young children and families both locally and on a statewide level. One primary role of our organization to convene or initiate action when needed.*

3. Gives us an example of a collaborative initiative/ effort(s) you initiated or participated in? What was your role and who was involved?
4. In a multi-faceted community such as Cumberland County, what would you do to stay informed about the community, and how would you apply it to your job?

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Score:

(1) Inadequate

(3) Meets Needs

(5) Excellent

Comments:

- B.** *Strategic Planning-The President provides leadership to the development, implementation and adjustments to the strategic plan.*

5. Describe your role and/ or experience with strategic planning, the process and components of the plan.

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(1) Inadequate

(3) Meets Needs

(5) Excellent

Comments:

Competency: Relationship/Public Relations

- A.** *In our current strategic planning process, strengthening community engagement and relations has been identified as a key focus area. Informing the public and advocating for the needs of young children, the importance of early education and the work of the organization is a critical role.*

6. Tell us about experiences you have had with public awareness, education and/or engaging others.

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Score:

(1) Inadequate

(3) Meets Needs

(5) Excellent

Comments:

Competency: Operational Excellence

- A. *Financial Administration:*** *Financial stability is another key focus area in our strategic plan. Developing multiple sources of revenues is important to sustain and grow the organization.*

7. What experiences have you had that are relevant to the fiscal management of a profit or non-profit organization? Please share information about financial planning and oversight.
8. Describe your experience with fund development, and specifically what experiences have you had with donors, grants, special events, etc.

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Score:

(1) Inadequate

(3) Meets Needs

(5) Excellent

Comments:

- B. *Program Knowledge and Evaluation:*** *The Partnership provides leadership on early education and care and is seen as the expert or source of information on young children and families in for our community.*

9. How would you evaluate the effectiveness of an organization, programs and/ or operations?

Score:

(1) Inadequate

(3) Meets Needs

(5) Excellent

Comments:

C. Candidate Questions: Thank you for answering all of our questions, now what questions do you have for us?

Comments:

Notes and Rating Sheet:

Competency	Notes	Assessment				
		Weak		Avg	Excellent	
Leadership		☐	☐	☐	☐	☐
Strategic Thinking		☐	☐	☐	☐	☐
Relationship/ Public Relations		☐	☐	☐	☐	☐

Operational Excellence (10)		☐	☐	☐	☐	☐

ASSESSMENT		
Inadequate	Meets needs	Excellent
• Few desired behaviors • Lack of clarity or confidence in response • Responses are not evident of having demonstrated this competency at the desired level in the past, or will be able to easily demonstrate it in the ED role.	• Many desired behaviors • Articulate and clear response • Solid knowledge and skills in competency area relevant to the role of ED.	• All (or most)competency behaviors • Exceptionally clear, compelling and confident response to questions • Provides strong evidence they have demonstrated this competency in the past, and will demonstrate it at a high level as an ED.

Appendix 8

Date

Candidate Name

Candidate Address

351 Wagoner Drive, Suite 200
Fayetteville, NC 28303
P 910-867-9700 / F 910-867-7772
ccpfc.org

Dear Candidate:

Thank you for your interest in the President position. The committee has narrowed the applicant field and determined which candidates will move forward for the XXXXXXXX round interview. While you are a qualified candidate with many strong attributes, you have not been selected to continue to the next stage of our search. We sincerely thank you for applying for this position and taking the time to interview with us.

Thank you for your commitment to the work you do and we wish you the best in your professional pursuits and goals.

Thank you again for your interest in the Partnership for Children of Cumberland County.

Sincerely,

XXXXXXXXXXXXXXXXXXXX

Partnership for Children Board Chair

Appendix 9

Instructions for Presentation to Candidates:

Please utilize Microsoft PowerPoint for the actual presentation and save and bring the document on a personal thumb drive. Please also email the presentation to HR Manager at aramos@ccpfc.org so we