

DHIC Transition Committee Meeting

10-21-2019

In attendance: Beth, John, Sharon, Yvette, Natalie, Bethany, and Julie and Dan by phone

1. **Update on Search:** Beth outlined the Search Committee process and upcoming interviews. The Search Committee is very comfortable with how it's been going.

2. **Initial Conversation re: CEO Description:**

Committee reviewed Gregg's take on his job description and what might lie ahead for the next CEO. His framing will inform the search firm's process for developing a full position profile. Key comments:

- Gregg's ideas are laid out well and seem in line with Board expectations.
- The right candidate may have hard skills, but the ability to develop relationships if the candidate does not already have them is going to be really important.
- Some discussion of the lack of operational/management tasks on Gregg's list and, in general, whether the Board will need to consider splitting the position in two and making room for a true COO position. It's been talked about in the past. Skillsets of candidates might help determine this. "Definitely need to talk about the "internal role" of the CEO."
- Discussed external relationship development, fundraising, development and policy-advocacy work.
- The 2016 Board survey is still really relevant now. General agreement that a similar survey should be sent to the current board, and staff should be surveyed again, too.
- Yvette noted the 2010 marketing and branding survey offers some stakeholder insights. Will also be good to share with the search firm in determining the level and content of stakeholder engagement that is needed.
- Discussed the need for the CEO to be an influencer, even on social media, but would also like to have some clearer policies about what that looks like for DHIC.
- Some discussion about whether the Board is confident that DHIC is heading in the same direction it's been heading in. Discussed the remaining year or more on the current strategic plan, and that among the first tasks for this CEO will be to initiate the next strategic planning process with the Board.

3. **Salary and Compensation:**

- Discussed data provided by Sharon (please reach out to Sharon if you need copies—will not be stored on Board Portal). Discussed what sort of salary range would be comfortable for the Board, recognizing Gregg's significant experience/longevity and the fact the market is much different now than it was even ten years ago.
- Discussed performance metrics and incentivizing those. Also discussed gap between highest paid person, other management team staff, and lowest paid people. Retaining and compensating folks for their work is so important, and it may be time to revise pay scales.

- With some initial guidance on a range, agreed to ask the search firm to meet with the Transition Committee as soon as they are able to get started to have a deeper salary and compensation conversation (along with the position profile conversation) Questions: What's a wide enough range? Should Gregg's current salary be the midpoint? What in general should the strategy be for offering compensation?
- Noted that DHIC has an exceptional benefits package. People have been OK with compensation because the benefits are good, and they want the rewards of working in a non-profit. Strategy has been to add small additional bonus, range adjustments, as needed.

4. Next Steps:

- Bethany will come up with a board and staff survey similar to but not exactly like the Raffi surveys.
- Search firm decision will be made in next week or so.
- Nov 12 –decision items related to the search firm will go to Executive Committee. Additional decision items, including a compensation range may need to be discussed at the Board's December 10 meeting.
- Look out for next meeting Doodle Poll once search firm has been chosen.