

Executive Director Attributes Survey			
	Score	Rank	Attribute/Skill
A	3.4	3	Vision, Mission, Strategies - The ED works effectively with Staff and Board of Directors to develop a shared vision for the future of the Alliance.
B	5.3	6	Operational Management - The ED is effective in establishing operational objectives that support the strategic plan. The ED guides the staff in the implementation of the strategic plan and development of any annual plans. The ED provides structure, processes and procedures, supporting staff to succeed, at the same time holding staff accountable for their performance and adherence to ethical principles.
C	5.8	7	Program Development and Management - The ED leads staff in developing new programs and effectively managing existing ones, encourages innovation, and ensures that program investments are aligned with core mission and goals.
D	4.5	4	Effectiveness in Fundraising and Resource Development - The ED, in partnership with the board and staff, is effective in developing and implementing appropriate fundraising and financial development strategies. The ED ensures continued momentum in grant writing. The ED cultivates key relationships and is instrumental in raising significant unrestricted funds to support the Mission of the Alliance.
E	6.7	8	Fiscal Management - The ED show strong competence, solid planning, and understanding of budget and accounting systems and ensures that all procedures are in place for sound financial planning and management.
F	2.7	2	Communication and Working Relationships - The ED and board members are key players in establishing and maintaining positive relationships with the many individuals, groups and organizations that support the work of the Alliance. The ED is passionate about the mission of the organization, and can effectively communicate that passion internally and externally. The ED is passionate about the mission of the organization, can effectively communicate that passion, and has the ability to work with others outside of the organization who may or may not share the same convictions.
G	3.7	5	Current Issues - The ED has a thorough knowledge of the key issues facing the Chesapeake Bay watershed and can articulate the role of the Alliance's mission is addressing them.
H	1.2	1	Leadership - The ED acts as a servant leader supporting staff while holding them accountable for their performance. ED provides the structure, processes and procedures that facilitate the efficient and effective delivery of Alliance programs. The ED welcomes collaboration, gives and receives feedback, and fosters a positive attitude in the organization. The ED possesses strong interpersonal skills, listens, resolves conflict and has the ability to handle criticism in a professional manner. The ED values the use of management techniques and technology systems that create a more efficient and effective workplace.
Please list any attributes you feel are missing.			
Knowledge of social justice issues and ability to diversify organizations			
General Comments			
I think all of the above are important. Overall, I think a supportive leader who is well-respected in the Chesapeake watershed as well as in our Alliance offices, is a necessity. The new ED should be easy to work with, personable, a clear communicator, trust the Alliance staff, share positive energy and a vision for the Alliance's mission with staff, and have a desire (and ability) to work with our very diverse group of partners.			
I ranked Program Development lowest because I believe this is the job of the Management Team/Directors and if the ED provides adequate Leadership and the Operational Management structure, his/her direct involvement in this is not as high of a priority. Likewise, I ranked Fiscal Management and Fundraising as a lower priorities because I see these as the jobs of the Director of Finance and Director of Development respectively. The ED should focus on providing Leadership and through his/her involvement in Communication and Working Relationships, the Fundraising should be addressed.			
This is extremely hard to answer as I feel all of the above attributes are equally important. I chose Leadership as number one because a strong leader will guide the hand of program development and magement, fundraising and communications/working relationships.			
I think it is extremely important to have an ED who is encouraging and uplifting to staff and supports the staff in all of their ideas and endeavors. I think our next ED should focus on improving the Alliance's working atmosphere - - in terms of furthering their education through online classes and professional development opportunities, having a healthy office style (yoga balls, time each day to exercise, a room where staff can go to destress when they are feeling overwhelmed), and have a flexible schedule. I also think that the next ED should have strong communication skills and is able to clearly and concisely communicate the Alliance's mission and work, in consultation with the Communications Team.			