

# CCASA Executive Director Needs Assessment

## Q1 What is your role with CCASA? (mark all that apply)

Answered: 36 Skipped: 0

Answer Choices	Responses
Member	52.78% 19
Staff or Board Member	25.00% 9
Former Staff or Board Member	11.11% 4
Donor	16.67% 6
Funder (government agency, private foundation, other nonprofit, etc.)	5.56% 2
Key Stakeholder	19.44% 7
Partner/Collaborator	36.11% 13
Other (please specify)	5.56% 2
<b>Total Respondents: 36</b>	

#	Other (please specify)	Date
1	Past member	9/2/2014 1:39 PM
2	Inclusiveness Consultant	8/28/2014 11:58 AM

## Q2 Do you think CCASA is looking to...

Answered: 36 Skipped: 0

Answer Choices	Responses
scale back or downsize?	0.00% 0
maintain with improvements?	22.22% 8
maintain in the short term with continued growth over time?	55.56% 20
grow or modify programs significantly in the short term?	8.33% 3
I'm not sure	13.89% 5
<b>Total</b>	<b>36</b>

#	Additional comments (optional)	Date
1	I think they would like to grow and modify programs, but they are a small staff and economic realities are an impediment to this	9/2/2014 12:03 PM
2	I hope the legislative work of CCASA continues to be strong.	9/2/2014 11:45 AM
3	The current projects CCASA has committed to are significant, and I think any new projects would not be sustainable.	9/2/2014 11:11 AM
4	I think CCASA is ready for more expansion and growth. When I think "short term" I'm accounting for the hiring process and getting a new ED transitioned in so they can lead an effort for growth forward.	9/2/2014 8:31 AM

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5	CCASA is doing a great job!!	8/29/2014 8:53 AM
6	It is my experience that maintaining during transition is better than jumping quickly into growth.	8/28/2014 5:45 PM
7	I would love to see CCASA add additional staff, board members and volunteers to support the great work that is happening in the organization. The staff and board have been working at and over capacity for a long time. It will be important to figure out how to mitigate burnout, especially as this major transition is underway.	8/28/2014 11:58 AM

### Q3 Please describe the culture of CCASA from your perspective.

Answered: 36 Skipped: 0

#	Responses	Date
1	The organizational culture of CCASA embraces differences & diversity and strives to be inclusive in all that it does.	9/2/2014 4:50 PM
2	Hard working and friendly	9/2/2014 3:58 PM
3	Strong foundation with lofty long-term goals.	9/2/2014 3:27 PM
4	I think CCASA is in a strong place, and the culture is one of growth and learning	9/2/2014 3:21 PM
5	Excellence. Striving to embody and put into practice purposeful inclusion. Survivor centered. Relationship and alliance building. Real life praxis practice.	9/2/2014 1:39 PM
6	Small staff/board of very hard working passionate people dedicated to sexual assault survivors and network of providers who serve them.	9/2/2014 1:24 PM
7	I would describe the culture as progressive with a positive outlook and a willingness to try new programs/projects.	9/2/2014 12:03 PM
8	CCASA has had a strong, but small staff with great expertise. They represent the issue of sexual violence well in the community.	9/2/2014 11:45 AM
9	it's a very open and inviting	9/2/2014 11:38 AM
10	Hard-working, ambitious, passionate about sexual violence, social justice and inter-sectional issues, innovative, difficulties with truly committing to healthy work/life balance	9/2/2014 11:11 AM
11	Welcoming, knowledgeable and dedicated culture. Staff and board are in different life cycle stages. Staff is skilled, hard working, professional, may fear change. Board has best intentions but needs stronger leadership and better engagement. Executive transition will be more challenging with only a few board members who do everything.	9/2/2014 11:04 AM
12	An expert member organizing and advocacy mechanism focused on inclusiveness of people and organizations to serve individuals and larger communities in the State with education, collaboration, legislative and collaboration as highest priorities.	9/2/2014 10:58 AM
13	Dealing with the issue, moving forward, plays well with others	9/2/2014 10:39 AM
14	Good organization that offers support and resources esp for victim service providers working with victims of sexual assault	9/2/2014 10:29 AM
15	A difficult time to lose a quality leader who has brought CCASA back from a downturn to an outstanding position in our state	9/2/2014 10:10 AM
16	This is more difficult to answer as there are many ways that culture can be defined. I think CCASA strives to be inclusive in all their efforts and it is apparent that they are thinking about this in multiple ways. CCASA is thoughtful about their actions and takes appropriate risks.	9/2/2014 8:31 AM
17	Collaborative, team-spirited, committed to excellence, tries hard to be inclusive, challenging one another to grow, open to dialogue about anything	9/1/2014 3:18 PM
18	Open and honest. Collaborative without compromising their mission or philosophy.	9/1/2014 7:03 AM
19	I am not sure if I understand this question, but I think it is thriving: healthy, energetic, accomplished. I think staff are highly motivated, respected individuals in the community who do so much with so little staff and resources.	8/30/2014 6:29 PM

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20	I think Erin and her staff have done a great job of establishing credibility, leadership, and great services to their membership. I think CCASA is well respected in the community.	8/29/2014 8:53 AM
21	I have found CCASA to be very engaged in the work on sexual violence prevention, victim advocacy, and sex offender interventions. I think CCASA is a leader in this area and has taken the right tone in terms of addressing these issues. The culture seems very appropriate to me.	8/29/2014 8:11 AM
22	My perception of the CCASA culture is that the organization supports all sex assault survivors while maintaining an emphasis on violence against women. They value information and stay current on recent research.	8/29/2014 5:33 AM
23	The image and reach of CCASA has improved in the years (about 5) I've been involved. Inclusiveness and outreach are important program aspects.	8/28/2014 5:45 PM
24	CCASA is forward thinking and willing to put new programs and policies in place.	8/28/2014 4:52 PM
25	CCASA is a small organization that accomplishes the work of a much bigger one. It is approachable, responsive, and friendly. The staff go above and beyond to exceed expectations and probably need to step back a bit to ensure sustainability.	8/28/2014 3:15 PM
26	Positive and forward thinking!	8/28/2014 3:11 PM
27	I'd really like to be helpful, but I'm not really sure what you are looking for here. "Culture" is incredibly vague.	8/28/2014 2:03 PM
28	It is an agency that offers connection and support to us as a rural agency providing services to victims of sexual assault. We resource CCASA for training, communication, updates on who is doing what in the state, resources, policy, support, encouragement, training resources and manuals, etc. I find it to be a supportive resource.	8/28/2014 1:50 PM
29	Friendly, hardworking (overworked), high expectations, values-driven, white/Eurocentric working model, ambitious and committed.	8/28/2014 11:58 AM
30	CCASA has been a great help to my organization. CCASA has had many bumpy roads throughout the years. I saw a very positive and stable change with Erin. I think the culture has been very good the past several years.	8/28/2014 11:35 AM
31	I see CCASA as a positive and professional voice on sexual assault issues in Colorado. The organization is respected due to the excellent work of the staff, and their willingness to collaborate and advocate on important issues. There may be challenges within the staff or board of which I'm not aware, but they have not allowed this to impede their work or progress.	8/28/2014 11:12 AM
32	Very open to ideas, suggestions and total commitment to serve all!	8/28/2014 10:55 AM
33	I think CCASA has done an amazing job under Erin's tenure to build critical relationships. I think this will be a key role of the new ED as well as the rest of the organization. In terms of culture, it seems like the staff value hard work balanced with self-care. I also think they value fun too!	8/28/2014 10:27 AM
34	CCASA has a very close knit staff who are dedicated, smart and professionals. CCASA cares about the issues and holds a place in legislative sessions to make sure victim's rights are respected and acknowledged.	8/28/2014 10:03 AM
35	CCASA is truly welcoming and inclusive space for everyone. All the staff are very passionate and dedicated to the work. It will be very sad to see Erin go because she has that magic energy that pulls everyone in.	8/28/2014 10:02 AM
36	Supportive, inclusive, professional	8/28/2014 9:58 AM

**Q4 The following statements address CCASA's mission, strategy, programs, communications, fundraising, and finance/administration. Please indicate your level of agreement with each statement.**

Answered: 35 Skipped: 1

	(1) Strongly disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree	(6) Not applicable/relevant to me, I don't know	Total
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## CCASA Executive Director Needs Assessment

The current mission statement ("CCASA is a membership organization promoting safety, justice, and healing for survivors while working toward the elimination of sexual violence.") is appropriate over the next 2-4 years.	2.86% 1	2.86% 1	5.71% 2	31.43% 11	57.14% 20	0.00% 0	35
CCASA has been effective in meeting its current mission and objectives.	0.00% 0	0.00% 0	5.71% 2	37.14% 13	54.29% 19	2.86% 1	35
CCASA needs to change its programs and services.	14.29% 5	57.14% 20	14.29% 5	8.57% 3	2.86% 1	2.86% 1	35
CCASA has an effective outreach and communications strategy.	2.86% 1	0.00% 0	5.71% 2	45.71% 16	40.00% 14	5.71% 2	35
CCASA has a positive image in the community.	2.86% 1	0.00% 0	0.00% 0	34.29% 12	60.00% 21	2.86% 1	35
CCASA maintains good relationships with its members.	0.00% 0	2.86% 1	2.86% 1	40.00% 14	51.43% 18	2.86% 1	35
CCASA has established mutually beneficial collaborations and partnerships.	2.86% 1	2.86% 1	0.00% 0	17.14% 6	71.43% 25	5.71% 2	35
CCASA effectively raises funds to accomplish its mission and goals.	2.86% 1	2.86% 1	28.57% 10	25.71% 9	2.86% 1	37.14% 13	35
CCASA maintains good relationships with its funders.	0.00% 0	2.86% 1	0.00% 0	34.29% 12	34.29% 12	28.57% 10	35
CCASA maintains good relationships with its major individual donors.	0.00% 0	2.86% 1	5.71% 2	31.43% 11	14.29% 5	45.71% 16	35
CCASA needs to undertake a major fundraising campaign in the next 1-2 years.	2.86% 1	8.57% 3	17.14% 6	20.00% 7	20.00% 7	31.43% 11	35
CCASA is financially sound.	0.00% 0	2.86% 1	11.43% 4	22.86% 8	8.57% 3	54.29% 19	35
CCASA is stronger now than it was 3 years ago.	2.86% 1	0.00% 0	0.00% 0	17.14% 6	80.00% 28	0.00% 0	35
CCASA uses technology to further its mission and to streamline its operations.	0.00% 0	2.86% 1	8.57% 3	25.71% 9	62.86% 22	0.00% 0	35
The current organizational structure can sustain CCASA for the next 1-2 years.	0.00% 0	2.86% 1	14.29% 5	37.14% 13	22.86% 8	22.86% 8	35

#	Additional comments (optional)	Date
1	I am unsure what the present organizational structure looks like.	9/2/2014 1:46 PM
2	The staff of CCASA are very aggressive in taking on projects and responding to emerging issues throughout Colorado. While they are small and mighty, I worry that the staff partnered with the workload is not sustainable over a long period of time.	9/2/2014 8:35 AM
3	I think Karen is an outstanding policy director!!	8/29/2014 8:58 AM
4	Social media outreach/communication is great. That is how I get most of my information. CCASA could do a better job communicating directly with members.	8/29/2014 5:40 AM
5	Leadership transition is not usually a good time to undertake major expansion or change directions	8/28/2014 5:48 PM
6	CCASA needs more staff to truly sustain and be able to grow over time.	8/28/2014 3:17 PM

### Q5 Please describe the major challenges facing CCASA in the next three years.

Answered: 35 Skipped: 1

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#	Responses	Date
1	Sustain & grow funding. Strengthen & grow mutually beneficial collaborations and partnerships.	9/2/2014 4:57 PM
2	A new ED	9/2/2014 3:59 PM
3	I think CCASA is on the brink of being too large for its current infrastructure, particularly from a staffing perspective. I think there will be some growing pains that we experience growth.	9/2/2014 3:29 PM
4	Funding	9/2/2014 3:22 PM
5	1. Successful executive transition and team building (possible staff turnover) 2. Strategic thinking and planning with partners, funders, and allies (in addition to board and staff) 3. Building a stronger board with fundraising and governance experience 4. Raising unrestricted dollars to support non-grant funded activities, general operating, competitive wages/benefits, and professional development 5. Small staff and limited capacity to do everything that needs to be done 6. Priority setting 7. Staff and board burnout	9/2/2014 2:00 PM
6	Transition. Maintaining momentum while developing a new (to CCASA) leader. Maintaining and further developing the inclusive organization this far based in justice and healing for survivors and communities effected by the violence.	9/2/2014 1:46 PM
7	Replacing E.D., financial	9/2/2014 1:30 PM
8	Funding (always an issue for non-profits); limited staff to address ongoing and new issues; executive director transition period; loss of presence in sex offender policy issues (due to ED transition); staff retention (goes to funding - low staff salaries in non-profit world)	9/2/2014 12:07 PM
9	It seems as though CCASA could benefit from more staff members to continue their work. This issue needs to stay at in front of the general population so continuing to work on this is so important.	9/2/2014 11:49 AM
10	I'm not sure	9/2/2014 11:40 AM
11	I think CCASA faces the same issues many non-profits face-- a volunteer board, an over-worked staff, and a difficult issue to raise additional funds for outside of government grants. I think that depending on the ED search process and outcome, both staff and board retention may be challenging. Although CCASA does not provide direct services, the staff is consistently hearing survivor stories and working on large systemic failures related to sexual assault. This dynamic can also contribute to vicarious trauma and/or burn-out.	9/2/2014 11:17 AM
12	Continuing to grow in collaborations, funding is always a challenge and priority. Maintaining top-level professional employees.	9/2/2014 11:01 AM
13	Keeping SA at the top of the list, finding an ED as great as Erin.	9/2/2014 10:42 AM
14	Am not really sure and would say funding for American Sign Language (ASL) interpreters for deaf and hard of hearing especially for Action in Advocacy conference or in person workshops etc..	9/2/2014 10:33 AM
15	To replace leadership and move forward. There needs to be in depth discussion with the DV world about common directions	9/2/2014 10:12 AM
16	5+ years ago, CCASA was not functioning well at all. The level of trust by members and the community was low (at best). Under Erin's leadership, CCASA is truly thriving, meeting it's mission, and offering great services. Whenever there is a leadership transition it poses a challenge to the stability, however I have full faith that the Board and remaining staff will make the best of this difficult time and ensure that CCASA continues to do amazing things in Colorado.	9/2/2014 8:35 AM
17	Continuing to grow in cultural competence and inclusiveness. Increased fundraising. Having an administrative assistant for the ED who can help the BOD/ Board Secretary as well.	9/1/2014 3:22 PM
18	Finding an ED of the caliber and integrity of the departing ED	9/1/2014 7:05 AM
19	Finding leadership that can replace Erin, which is impossible. Finding new leadership with skills needed to run the organization and fits in with current staff dynamics. With a small staff workplace culture is super important.	8/30/2014 6:32 PM
20	Providing quality services with limited staff & continuing the great leadership of the agency that Erin has established.	8/29/2014 8:58 AM
21	Not sure. Hiring a new ED is a challenge. Not sure of others besides that.	8/29/2014 8:29 AM
22	Replacing the current ED	8/29/2014 5:40 AM

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23	Inclusiveness of minorities and maintaining funding for its programs	8/28/2014 5:48 PM
24	The need for more staff, the need for more lucrative fundraising and the need for a more diverse staff and board.	8/28/2014 4:58 PM
25	Funding, Staffing, Unplanned Legislation	8/28/2014 3:19 PM
26	Over the next three years, CCASA is just going to be asked to do more and more so increased funding, staff numbers, and board numbers are needed.	8/28/2014 3:17 PM
27	With change in ED, it will be maintaining services. There is a good core staff, and the goal would be no more turnover.	8/28/2014 2:32 PM
28	There is not enough staff to keep up with the demands of the organization, especially in the public policy arena.	8/28/2014 2:05 PM
29	Ensuring a sense of wellbeing, security and continuity among staff, board and other stakeholders as the leadership transition happens.	8/28/2014 12:02 PM
30	I'm not sure.	8/28/2014 11:39 AM
31	Erin has done an excellent job as director, and finding the right person for this position is important to continue CCASA's progress. Due to the small number of staff, this change will be significant, and they need to be supported in every way possible to keep the organization strong.	8/28/2014 11:19 AM
32	I think relationship building will be a continual opportunity and challenge.	8/28/2014 10:28 AM
33	my guess is funding, the political climate, a change in leadership, after Erin created a strong team. the new leader needs to be very knowledgeable about the issue, a good collaborator, not going to through any advocacy group under the bus to support a certain cause and keep the great people still at CCASA here.	8/28/2014 10:07 AM
34	The major challenges will be for the new executive director to adjust to the culture of CCASA and continue Erin's amazing work.	8/28/2014 10:04 AM
35	Engaging more diverse membership, such as Children's Advocacy Centers and finding a replacement for Erin	8/28/2014 10:00 AM

### Q6 Please rate CCASA's strength in the following areas:

Answered: 35 Skipped: 1

	(1) Very Weak	(2) Somewhat Weak	(3) Adequate	(4) Strong	(5) Very Strong	(6) Not sure	Total
Development and delivery of training and technical assistance/consultation program	0.00% 0	2.86% 1	0.00% 0	42.86% 15	42.86% 15	11.43% 4	35
Development and delivery of public policy education and advocacy program	0.00% 0	0.00% 0	0.00% 0	22.86% 8	71.43% 25	5.71% 2	35
Development and delivery of statewide systems change strategies (advocating for survivors and service providers on statewide boards, committees, and work groups)	0.00% 0	0.00% 0	2.86% 1	37.14% 13	42.86% 15	17.14% 6	35
Outreach to members and key stakeholders	0.00% 0	2.86% 1	2.86% 1	54.29% 19	34.29% 12	5.71% 2	35
Overall communications	0.00% 0	0.00% 0	8.57% 3	54.29% 19	34.29% 12	2.86% 1	35
Fundraising and resource development	2.86% 1	2.86% 1	37.14% 13	11.43% 4	5.71% 2	40.00% 14	35
Human resources and management structure	0.00% 0	5.71% 2	5.71% 2	31.43% 11	8.57% 3	48.57% 17	35
Administration and operations (finance, grants management, technology, etc.)	0.00% 0	0.00% 0	11.43% 4	34.29% 12	14.29% 5	40.00% 14	35

## CCASA Executive Director Needs Assessment

#	Additional comments (optional)	Date
1	they have done a great job over the last several years	9/2/2014 11:43 AM
2	I think Karen is an outstanding policy director.	8/29/2014 9:01 AM
3	CCASA needs a finance/grants manager and/or fund development staff position. In addition to current staff, not to replace any current positions.	8/28/2014 3:19 PM
4	Sorry, but I'm not really familiar with these aspects of CCASA's work	8/28/2014 12:07 PM

### Q7 Please indicate your level of agreement with the following staff issues.

Answered: 35 Skipped: 1

	(1) Strongly disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree	(6) Not applicable/relevant to me, I don't know	Total
Prior to announcing the Executive Director's departure, staff morale was high.	0.00% 0	0.00% 0	0.00% 0	25.71% 9	45.71% 16	28.57% 10	35
The staff works well together.	0.00% 0	0.00% 0	0.00% 0	28.57% 10	62.86% 22	8.57% 3	35
The staff works well with the board.	0.00% 0	0.00% 0	2.86% 1	22.86% 8	37.14% 13	37.14% 13	35
Staff members have sufficient resources to do their jobs well.	2.86% 1	5.71% 2	22.86% 8	28.57% 10	8.57% 3	31.43% 11	35
Staff anticipates a difficult transition.	0.00% 0	2.86% 1	14.29% 5	14.29% 5	22.86% 8	45.71% 16	35
There is likely to be staff turnover due to the Executive Director transition.	8.57% 3	11.43% 4	22.86% 8	11.43% 4	2.86% 1	42.86% 15	35
Significant staff turnover during the transition would put CCASA at risk.	2.86% 1	0.00% 0	2.86% 1	25.71% 9	62.86% 22	5.71% 2	35

#	Additional comments (optional)	Date
1	the core group is very strong and carry a belief in the work they do. they have very well developed work ethics	9/2/2014 11:43 AM
2	Re: staff transition-- I honestly think it is too early to tell, and depends on the process and outcome.	9/2/2014 11:19 AM
3	I believe staff turn over is likely whenever there is a change in leadership - especially when the prior leader was strong and loved by the community. I believe this turn over is sometimes due to lack of leadership by the Board and clearly that will not be an issue for CCASA as the Board continues to be a model for other nonprofit organizations. I hope staff members find stability and grounding in the leadership of the Board.	9/2/2014 8:38 AM
4	Retention of current staff will contribute to a smoother leadership transition	8/28/2014 5:51 PM
5	Our agency has experienced complete turnover with ED change, and it took a bit but have stabilize. Erin has done great work with CCASA and the consistency has been visible and makes CCASA more credible. The team is the key and Alexxa and Karen have been great to work with. I would hate to lose their expertise because Erin is leaving. It is through the work of the last few years that they could grow more positions that support the work in Denver as well as for all the agencies in the state.	8/28/2014 2:36 PM
6	Executive transitions are always a difficult matter for NPOs, mores when the transition is unexpected. Remaining transparent about where there are for the organization will be extremely important, as well as dedicating sufficient time and resources to ensuring that people have the space to grieve, worry, etc. and providing opportunities to boost morale are essential.	8/28/2014 12:07 PM
7	i hope no one else leaves, Karen and Alexa are GREAT!!!!, invaluable resources.	8/28/2014 10:09 AM

# CCASA Executive Director Needs Assessment

## Q8 Please indicate your level of agreement with the following statements.

Answered: 35 Skipped: 1

	(1) Strongly disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree	(6) Not applicable/relevant to me, I don't know	Total
The board is engaged in setting CCASA's strategic direction and priorities.	0.00% 0	0.00% 0	2.86% 1	28.57% 10	25.71% 9	42.86% 15	35
The board monitors financial performance on a regular basis.	0.00% 0	0.00% 0	0.00% 0	14.29% 5	28.57% 10	57.14% 20	35
The board participates in fundraising activities.	2.86% 1	0.00% 0	0.00% 0	28.57% 10	20.00% 7	48.57% 17	35
The board opens doors within the community for CCASA.	0.00% 0	5.71% 2	17.14% 6	11.43% 4	5.71% 2	60.00% 21	35
Most board members are actively engaged in the work of the board.	0.00% 0	8.57% 3	0.00% 0	37.14% 13	5.71% 2	48.57% 17	35
A climate of mutual trust and respect exists between the outgoing Executive Director and the board.	0.00% 0	0.00% 0	0.00% 0	22.86% 8	34.29% 12	42.86% 15	35
A climate of mutual trust and respect exists between the full staff and the board.	0.00% 0	2.86% 1	0.00% 0	25.71% 9	20.00% 7	51.43% 18	35
A climate of mutual trust and respect exists among board members.	0.00% 0	0.00% 0	5.71% 2	17.14% 6	17.14% 6	60.00% 21	35
The respective roles of the board and staff are clearly defined and understood.	0.00% 0	2.94% 1	2.94% 1	14.71% 5	23.53% 8	55.88% 19	34
The board assesses the Executive Director's performance in a systematic and fair way.	0.00% 0	0.00% 0	2.86% 1	14.29% 5	17.14% 6	65.71% 23	35
The process for determining the Executive Director's compensation is objective and adequate.	0.00% 0	2.86% 1	8.57% 3	11.43% 4	8.57% 3	68.57% 24	35

#	Additional comments (optional)	Date
1	As a relatively new board member, I am not aware of some of these matters	8/28/2014 5:53 PM
2	These are internal pieces I am not aware of. When I have worked with the staff and board at the conferences, they appear to work well together. I am not qualified to answer otherwise.	8/28/2014 2:37 PM
3	I have no information regarding these items.	8/28/2014 2:07 PM
4	i really only interact with karen and alexa and now Rosa, no interaction with the board after Emily left.	8/28/2014 10:10 AM

## Q9 Please describe the level of abilities of the outgoing Executive Director.

Answered: 35 Skipped: 1

	(1) Very Weak	(2) Somewhat Weak	(3) Adequate	(4) Strong	(5) Very Strong	(6) Not sure	Total
Effective spokesperson for CCASA	0.00% 0	0.00% 0	0.00% 0	5.71% 2	91.43% 32	2.86% 1	35



## CCASA Executive Director Needs Assessment

Knowledgeable about CCASA's programs and services	0.00% 0	0.00% 0	0.00% 0	2.86% 1	94.29% 33	2.86% 1	35
Knowledgeable about financial management	0.00% 0	0.00% 0	0.00% 0	17.14% 6	51.43% 18	31.43% 11	35
Successful fundraiser	0.00% 0	2.86% 1	5.71% 2	25.71% 9	22.86% 8	42.86% 15	35
Created productive partnerships	0.00% 0	0.00% 0	0.00% 0	8.57% 3	85.71% 30	5.71% 2	35
Worked effectively with staff	0.00% 0	0.00% 0	0.00% 0	17.14% 6	71.43% 25	11.43% 4	35
Worked effectively with board	0.00% 0	0.00% 0	0.00% 0	11.43% 4	51.43% 18	37.14% 13	35
Worked effectively with major funders	0.00% 0	0.00% 0	0.00% 0	11.43% 4	48.57% 17	40.00% 14	35

#	Additional comments (optional)	Date
1	Because of the MANY responsibilities Erin has/had, I don't know if she truly had the time to devote to successful, increased fundraising and building new partnerships.	9/2/2014 11:40 AM
2	Erin leaves very big shoes to fill - she has been an amazing leader for CCASA and will be greatly missed.	9/2/2014 8:42 AM
3	Such a loss to the community!	8/30/2014 6:39 PM
4	i really no nothing about funding or the board based on my interactions with CCASA	8/28/2014 10:13 AM
5	Erin is such a beautiful soul and very dedicated to CCASA.	8/28/2014 10:11 AM

### Q10 Please indicate how important the following experiences are for the incoming Executive Director.

Answered: 35 Skipped: 1

	(1) Not Important At All	(2) Not Very Important	(3) Somewhat Important	(4) Important	(5) Very Important/Essential	(6) Not sure	Total
Experienced nonprofit Executive Director (or equivalent)	0.00% 0	2.86% 1	5.71% 2	37.14% 13	51.43% 18	2.86% 1	35
5+ years experience in a senior management position that includes staff supervision	0.00% 0	0.00% 0	20.00% 7	17.14% 6	60.00% 21	2.86% 1	35
5+ years experience in a senior management position that includes financial and grant management	0.00% 0	0.00% 0	8.57% 3	22.86% 8	65.71% 23	2.86% 1	35
Holds bachelor's degree	11.43% 4	2.86% 1	22.86% 8	22.86% 8	37.14% 13	2.86% 1	35
Has completed advanced education/degree (i.e., Master's, PhD, JD, etc.)	11.43% 4	20.00% 7	25.71% 9	25.71% 9	14.29% 5	2.86% 1	35
Recognized leader within Colorado sexual assault victim services	2.86% 1	11.43% 4	31.43% 11	28.57% 10	25.71% 9	0.00% 0	35
Recognized leader within sexual assault victim services (even if not in Colorado)	0.00% 0	5.71% 2	28.57% 10	28.57% 10	37.14% 13	0.00% 0	35

## CCASA Executive Director Needs Assessment

Experience in corporate world	14.71% 5	47.06% 16	29.41% 10	8.82% 3	0.00% 0	0.00% 0	34
Experience in public sector	0.00% 0	26.47% 9	38.24% 13	23.53% 8	11.76% 4	0.00% 0	34
Experience in nonprofit sector	0.00% 0	0.00% 0	17.14% 6	31.43% 11	51.43% 18	0.00% 0	35
National experience	5.88% 2	32.35% 11	32.35% 11	29.41% 10	0.00% 0	0.00% 0	34
International experience	26.47% 9	35.29% 12	23.53% 8	11.76% 4	0.00% 0	2.94% 1	34
Commitment to stay 5+ years	3.03% 1	0.00% 0	36.36% 12	24.24% 8	33.33% 11	3.03% 1	33

#	Additional comments (optional)	Date
1	The hard skills like budgets, fundraising, grants, etc. are important since that frees up the mind for excellence. Philosophy regarding the source of sexual violence counts. Staying five years IF the candidate is the right one.	9/2/2014 1:58 PM
2	As long as the candidate is strong in knowledge of the work with equivalent experience I don't think the education is as important as knowledge	9/2/2014 11:48 AM
3	It would of course be the best option to find someone who knows sexual assault very well, but also knows non-profit management (including supervision, finances, and grants). Unfortunately, that's a hard combination to find. Ultimately, the management experience has to take precedence-- to keep the organization afloat. The existing staff know sexual assault, and can "teach" that. But the perfect candidate would obviously be someone who has both realms of expertise!	9/2/2014 11:40 AM
4	A good combination of strong experience is more important to me that specific factors, so the overall trend without one specific piece that can be worked on is better than meeting one or two "essentials" without a solid foundation in general	9/2/2014 11:08 AM
5	You can not ask an ED to stay 5 years. What if you pick badly!!!	9/2/2014 10:49 AM
6	If 5+ years is not feasible, at least 3 is essential	8/28/2014 5:56 PM
7	I feel that experience with grants and finances is very important, skill in staff support and supervision, education around sexual assault and working with trauma victims is key, whether they have 5+ years experience depends on the person and experience. I find that clinical skills are also helpful as an ED of a Sex Assault Agency. Connections nationally are great, to know what is happening on the national level but really, CCASA needs to have an understanding of Colorado and what the agencies need here, what is working, how do we grow. Experience in the corporate world and public sector is great, but non profit has nuances of its own and there is a learning curve if hired from corporate and public sector.	8/28/2014 2:44 PM
8	Based on who the director interacts with funder, gov officials, being seen as an expert i want to say a BA is ok, but higher edu is taken more seriously by some of these positions.	8/28/2014 10:13 AM

**Q11 Thank you for taking the time to provide us with your input and perspective! Is there anything else you would like CCASA's Transition Committee to know as we move forward in our planning process?**

Answered: 12 Skipped: 24

#	Responses	Date
1	Good luck.	9/2/2014 12:01 PM

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2	Good luck,	9/2/2014 11:48 AM
3	In order to succeed and stay in this position, I believe that the ED must firmly understand, respect, and model self-care and a healthy work/life balance. This work can be depressing and even traumatizing. Staff should be "held" to working no more than 40 hours a week (with time allotted for sick and vacation leave). Strategic planning needs to take that into account. While staff has excellent leave time, it's not helpful if the workload does not "allow" for that leave and ultimately results in needing to work weekends/nights/or being behind and overwhelmed in order to catch up from vacation/illness. I understand that working insane hours is common in the corporate sector, but this is not the corporate sector in terms of pay/benefits, and the nature of this issue requires balance. I believe that maintaining a professional environment of a healthy work/life balance is also an inclusiveness issue. CCASA has a tendency to overwork and take on new projects/responsibilities. Working weekends/nights should not be the norm. The new ED needs to understand this, but also model healthy boundaries. When the leader is overworked, stressed, and tired-- it sets the tone for the entire organization. The new ED also needs to understand that many of CCASA's current projects have been pre-determined. For example, the Policy Committee agenda is set 1-2 years in advance. A new person coming in and not respecting current projects/timelines will be detrimental to staff morale and retention. I appreciate the thoughtful, collaborative approach set forward by the Transition Committee! I know that this process is challenging for everyone, and that maintaining optimism is critical.	9/2/2014 11:40 AM
4	Best of luck to the committee in hiring the new ED and thank you for giving me the opportunity to do the survey.	9/2/2014 10:50 AM
5	Make sure the new ED is mature and is Emotional Intellegent.	9/2/2014 10:49 AM
6	I just want to thank Erin for her hard work, dedication and amazing leadership to CCASA. The organization did a major turn around during her time and she leaves quite the legacy. I also want to thank the Board members for their leadership during this time of transition and for all they do to support CCASA on an on-going basis. You all are amazing!	9/2/2014 8:42 AM
7	Find the right fit, no matter how long it takes. Hire interim help if needed.	8/30/2014 6:39 PM
8	I think CCASA is doing a great job. Good luck in your search to replace Erin. She will be missed.	8/29/2014 9:05 AM
9	Erin is tough to replace. Current staff at CCASA are equally hard to replace. Perhaps consider promoting one of them as opposed to a statewide or national search.	8/28/2014 3:24 PM
10	Knowledge of the sexual assault field in Colorado would be ideal for the new executive director. Although I know current staff came from out of state, I believe this would make for the most successful transition.	8/28/2014 2:10 PM
11	It will be important to integrate CCASA's value for diversity, inclusiveness and equity in the search and hiring process. It should be understood that whomever succeeds Erin has experience and is committed to these values.	8/28/2014 12:10 PM
12	Erin will be dearly missed!	8/28/2014 10:04 AM