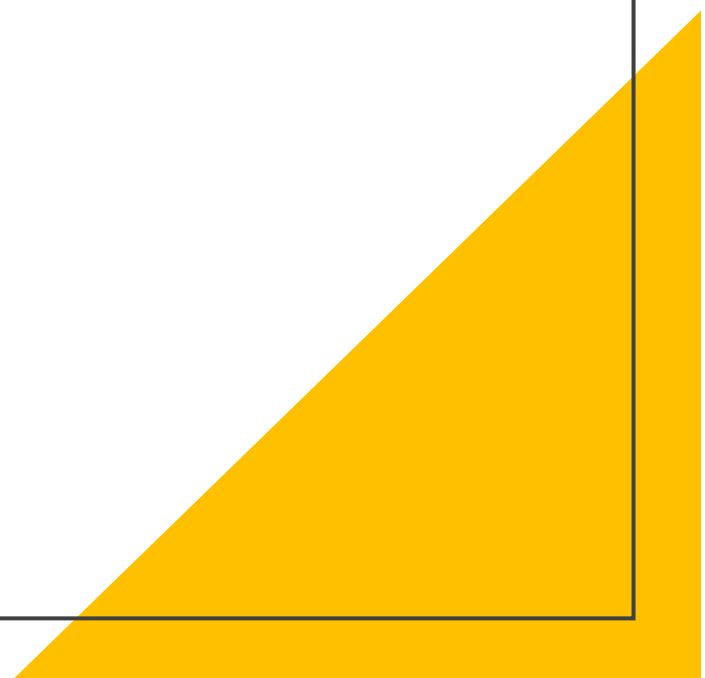


**How does an organization get the right person in the
driver's seat?**

**Are you planning and preparing to take the challenge of being a
leader in behavioral healthcare**

Journey Together Conference 2026
Middle Tennessee Association for Addiction Professionals
Franklin, TN, September 7, 2026
Jerry A. Jenkins, M.Ed., LADAC, MAC

A large yellow triangle is positioned in the bottom right corner of the slide, pointing towards the top right.

***Planning and
preparing to
take the
challenge of
being a
leader in
behavioral
healthcare.***

Welcome

Objectives

Presentation Format –
Vignettes & Discussion

Planning and preparing to take the challenge of being a leader in behavioral healthcare – Getting ready.

It is not uncommon for clinical and administrative staff to aspire to leadership positions – program director, chief of operations, chief of compliance, HR director, Executive Director/CEO or similar roles and responsibilities. There may even be times to consider becoming a member of a Board of Directors. College courses and majors along with workshops, seminars, webinars, books and other educational tools are used to help prepare for the everchanging area of managing and leading people.

This workshop will discuss opportunities that may arise at **any** time. Emphasizes will be on the need to be attuned to opportunities, recognizing the processes normally associated with executive or board recruiting and addressing potential problems in a proactive manner.

Planning and preparing to take the challenge of being a leader in behavioral healthcare – Getting ready.

This workshop is designed as a **primer** to prepare SUD professionals to be future behavioral health leaders.

Leadership and management nuances and opportunities will be presented for participant consideration in determining potential career paths and involvements.

Learners will be introduced and encouraged to improve skills related to the nuances of critical thinking and team building as well as the technical considerations of organizational leadership including regulatory, administrative best practices and accreditation for executive leadership and Board members.

The approaches and tools presented provide insight for participants in developing mentoring and pursuing further education or experience in preparation for assuming management, or leadership roles including being a Board member.

Planning and preparing to take the challenge of being a leader in behavioral healthcare – Getting you ready.

- **Objectives:**
- Obj 1: Participants will be able to outline the preparatory steps prior to active recruiting.
- Obj 2: Participants will be able to describe the screening and selection process for candidates.
- Obj 3: Participants will be able to develop an onboarding strategy for a new Executive or Board member.

Planning and preparing to take the challenge of being a leader in behavioral healthcare – Who is here?

- Who are you?
- Where are you from?
- What is your current job?
- What do you actually do each day?
- How long have you been working in the field/tenure?
- Why SUD/MH?
- What do you do for fun?
- What is a takeaway you want from this session??
- What job do you see yourself in a decade from now or you aspire for?

Planning and preparing to take the challenge of being a leader in behavioral healthcare –16,060 days! [20,440+ total leadership]

44

ENTJ -

Planning and preparing to take the challenge of being a leader in behavioral healthcare – Getting ready!

This workshop will use real opportunities that may arise at **any** time.

This workshop is a **primer** to prepare SUD professionals to be future behavioral health leaders.

Learners are encouraged to dive deeper into the nuances of critical thinking and team building as well as the technical considerations of organizational leadership including regulatory, administrative best practices, governance and accreditation.

Planning and preparing to take the challenge of being a leader in behavioral healthcare – Have you ever thought about leading?

Some areas and concepts to be covered today:

- Roles as a manager/CEO or other executive.
- Looking at management styles and skill sets.
- Being the decider versus the observer.
- Succession Planning.
- Board Roles and Responsibilities.

Planning and preparing to take the challenge of being a leader in behavioral healthcare – Have you ever thought about?

Some additional considerations when in an executive position:

- Board of Directors composition needs.
- Your own experience on Boards.
- Qualities of your Board members.
- Term limits or not?

An Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Getting ready. What is your self assessment?

What skill sets do you think are important to be a Chief Executive Officer?

- Communicator
- Organizer
- Critical thinker
- Decision maker
- Collaborator
- Adaptable
- Mission-centric

An Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Getting ready. What is your self assessment?

What skill sets do you think are important to be a Chief Executive Officer?

- Organizer – how will you put your team together
- Communicator – how will you communicate your organizational mission, organizational design, communications plan including feedback loop, describe your team and expectations?
- Critical thinker – how do you question situations, determine sources of information, do analysis, assess risk?
- Decision maker – how do you make decisions?
- Collaborator – how do you connect internally and externally to your organization?
- Adaptable – how do you determine adjustments that need to be made versus being reactionary?
- Mission-centric – how do you determine, communicate and maintain focus on the mission?

An Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Getting ready. What is your self assessment?

What skill sets do you think are important to be a Chief Executive Officer?

- Communicator
- Organizer
- Critical thinker
- Decision maker
- Collaborator
- Adaptable
- Mission-centric

Question: Is temperament important??

An Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Getting ready. What is your self assessment?

What skill sets do you think are important to be a Chief Executive Officer?

Are they the same to be a member of a Board of Directors?

An Experiential Introduction to Behavioral Health Leadership —
Preparing to Take The Challenge – Are you familiar with roles and responsibilities of a Board of Directors?

- You maybe asking, “Why is this relevant?”

An Experiential Introduction to Behavioral Health Leadership — *Preparing to Take The Challenge* – Are you familiar with roles and responsibilities of a Board of Directors?

- You maybe asking, “Why is this relevant?”
- The Chief Executive Officer/Executive Director is hired by the Board of Directors.

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors?

- The Three “D’s” and responsibilities

1. Duty of care
2. Duty of loyalty
3. Duty of obedience

From: <https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities>

- General Responsibilities

1. Ensure Effective Organizational Planning (including budgeting, strategic & succession planning)
2. Provide Sufficient Resources
3. Make Sure the Organization Fulfills Legal Obligations - compliance
4. Provide Proper Financial Oversight – accrual and cash foci – what do the numbers say?
5. Improve the Organization’s Public Standing
6. Recruit, select and Orient New Board Members (and Executive Leadership)

From: <https://www.wildapricot.com/blog/nonprofit-board-responsibilities/>

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors?

- The Three “D’s” and responsibilities
 1. Duty of Care – “Take care of the organization by ensuring prudent use of all assets, including people and good will. . .”
 2. Duty of Loyalty – “Ensure that the organization’s activities and transactions are, first and foremost, advancing the mission; Recognize and disclose conflicts of interest; not in the best interest of the individual board member (or any other individual . . .)”
 3. Duty of Obedience – “Ensure that the organization obeys applicable laws and regulations; follows its own bylaws; and that the organization adheres to its stated corporate purposes/mission.”

Adapted from: From: <https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities>

From: <https://www.wildapricot.com/blog/nonprofit-board-responsibilities/>

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors?

- General Responsibilities
 1. Ensure Effective Organizational Planning that includes addressing:
 - a. Organization mission statement and purposes [critical analysis of focus – answers the “what” and “why”]
 - b. Organization programs and services [strategic direction(s)]
 - c. New programs and services [strategic directions]
 - d. Support development [strategic directions and donations]
 - e. Staffing whether paid or volunteer [including succession planning]
 - f. Financial projections – approved annual and/or project budgets
 2. Provide Sufficient Resources – earned, gifted or donated
 3. Fulfills Legal Obligations – federal, state, local and grants or contracts
 4. Improve the organization’s Public Standing
 5. Recruit, select and Orient - New Board Members [and the Chief Executive including contracting]
 6. Provide Proper Financial Oversight – Budget to actual, cash position, reserves, ‘burn rate’

From: <https://www.wildapricot.com/blog/nonprofit-board-responsibilities/>

An Experiential Introduction to Behavioral Health Leadership —
Preparing to Take The Challenge – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO selection.

- Executive Recruiting
- Question: How long do you think it takes to plan, recruit, select, hire and on board a new CEO if it is not defined by a succession plan?

An Experiential Introduction to Behavioral Health Leadership —
Preparing to Take The Challenge – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO selection.

- Executive Recruiting
- Question: How long do you think it takes to plan, recruit, hire and on-board a new CEO if it not defined by a succession plan?
- Answer: Normally months!
- What are the key questions for the BOD to answer?

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO selection.

- Executive Recruiting?
 - Question: How long do you think it takes to plan, recruit, hire and on-board a new CEO if it not defined by a succession plan?
- What are the key questions for the BOD to answer prior to initiating recruiting?:
 1. Who on the Board is the lead?
 2. What qualities, traits, skills and experience are we looking for?
 3. What is the compensation package – salary, benefits, signing bonus, relocation allowance, incentives?
 4. What is the application, review and selection process – contracted service or internal HR?
 5. If contracted, how select the vendor?
 6. How many applicants will have a screening interview and final # for in-depth interview.
 7. What is the communication plan? Internal, external as well as applicants and candidates.

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO selection.

- Executive Recruiting?
- What are the **key** questions for the BOD to answer prior to initiating recruiting?:
 5. If contracted, how select the vendor?
 - A. RFP –
 - 1) Fee base recommended v % of salary
 - 2) Experience with similar organizations with letters of reference/recommendation
 - 3) Project concept with timelines
 - 4) Identified lead
 - 5) Identified costs not included in fee, if applicable. (Projected total cost!)
 - 6) Payment expectations – retainer + periodic payments + final?

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO selection.

- Executive Recruiting?
- What are the key questions for the BOD to answer prior to initiating recruiting?:
 - 5. If contracted, how select the vendor?
 - B. Proposal review and selection process –
 - 1) Who is lead on selecting vendor and involved in screening and determining rank order?
 - 2) Grading/Evaluation sheet recommended
 - 3) Who does research for committee on vendors selected for interview? Validate submitted info.
 - 4) Interview top 2-3 finalists?
 - 5) Strategy for selecting the vendor? (Does the Board delegate or want to review & approve the vendor?)
 - 6) Who negotiates the final contract and who has signatory for execution? Recommend this be a Board function.

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO selection.

- Executive Recruiting?
 - Question: How long do you think it takes to plan, recruit, hire and on-board a new CEO if it not defined by a succession plan?
- What are the key questions for the BOD to answer prior to initiating recruiting?:
 6. Determine the number of applicants to have a screening interview and final # for in-depth interview.
 - a) Review the applicant screening assessment tool from the vendor and determine parameters for culling applications.
 - b) Vendor only assessment of applications or Board involvement?

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO selection.

- Executive Recruiting?
 - Question: How long do you think it takes to plan, recruit, hire and on-board a new CEO if it not defined by a succession plan?
- What are the key questions for the BOD to answer prior to initiating recruiting?:
 7. What is the communication plan? Internal, external as well as applicants and candidates.
 - a) Internal
 - 1) Board of Directors – identify mechanisms and frequency
 - 2) Company - identify mechanisms and frequency
 - b) External
 - 1) Stakeholders - identify mechanisms and frequency
 - 2) Other? Any public facing websites?
 - c) Applicants – Provide outline of process and final status
 - d) Candidates – Outline process and timelines for first round of interviews. Recommend structured 45-60 minutes presentation for final candidates, e.g., “What is your plan for the company?” [Rank order final selectees and ensure acceptance BEFORE notifying any candidate of non-selection.]

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO selection.

- Executive Recruiting – Making a selection!
 - Question: How long do you think it takes to plan, recruit, hire and on-board a new CEO if it not defined by a succession plan?
- What are the key questions for the BOD to answer prior to initiating recruiting?:
 1. Who on the Board is the lead?
 2. What qualities, traits, skills and experience are we looking for?
 3. What is the compensation package – salary, benefits, signing bonus, relocation allowance, incentives?
 4. What is the application, review and selection process – contracted service or internal HR?
 5. If contracted, how select the vendor?
 6. Determine the number to having a screening interview and final 3 for in-depth interview.
 7. What is the communication plan? Internal, external as well as applicants and candidates.

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO hiring.

- Executive Hiring Process
 - Question: How long do you think it takes to plan, recruit, hire and on-board a new CEO if it not defined by a succession plan?
- What are the key areas for the BOD to do for finalizing the hire?:
 1. Who on the Board is the lead and will negotiate the terms? And will the vendor be the messenger?
 2. Once a tentative agreement is reached, timeframe for a BOD & legal review?
 3. Background check – including primary source verification of credentials and education.
 4. E-signature or wet notarized signature to finalize the agreement?

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO contracting/hiring.

- Executive Contracting
- Question: How long do you think it takes to plan, recruit, hire and on-board a new CEO if it not defined by a succession plan?
- What are the key areas to consider in contracting a new CEO?:
 1. Salary and benefits?
 2. Signing bonus?
 3. Relocation assistance, if applicable. (time frame to relocate; assistance with selling home; temporary housing support)
 4. Work location and expectations for availability?
 5. Other considerations: Payment for licensure/certification and any related CE's; travel allowance; transportation allowance, incentives; technology support such as laptop, connectivity, cellular phone and associated security measures. . .
 6. Term and out clauses – start date; duration of contract; minimum number of days of notice if CEO plans on leaving; any bonus/relocation assistance pay back; Board process to terminate the contract and associated compensation/benefits, if any other than paying accrued leave & COBRA. Recommend super majority of BOD requirement to terminate contract early.

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO hiring and on-boarding.

- Executive On-boarding
 - Question: How long do you think it takes to plan, recruit, hire and on-board a new CEO if it not defined by a succession plan?
- What are the key areas to consider when on-boarding a new CEO?:
 1. Who has responsibility for orientation? Board President? HR? Exiting CEO? Frequency of status checks during orientation?
 2. Determine if there is an overlap with current CEO as part of the transition. (Remember, only one CEO at a time. What does that mean?)
 3. When does new CEO get access to corporate documentation like audits, budgets, P&P . . . ?
 4. Work location and expectations for availability?
 5. Internal orientation – overall company and direct reports?
 6. External orientation – key stakeholders; trade association(s); advocacy groups; regulators?
 7. Don't forget the communication plans!!! (Internal and External)

An Experiential Introduction to Behavioral Health Leadership —
Preparing to Take The Challenge – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on CEO hiring and on-boarding.

- Executive Hiring Overview
- Question: How long do you think it takes to plan, recruit, hire and on-board a new CEO if it not defined by a succession plan?
- Answer: It depends. Normally **months** to get a new Executive recruited, selected, hired and on board.

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on Board recruiting.

- Recruiting for the Board of Directors?
- What are the key questions for the BOD to answer prior to initiating Board recruiting?:
 1. What qualities, traits, skills and experience are we looking for?
 2. How do you recruit/advertise a vacancy or pending vacancy?
 3. Term? Full, partial like filling the remainder of a vacancy?
 4. Any known conflicts of interest? [recommend an assessment every Board meeting]
 5. Potential/Preferred committee and/or project assignments?

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on Board recruiting.

- Recruiting for the Board of Directors?
- What are the applicant's attributes?:
 1. What qualities, traits, skills and experience does the potential applicant bring?
 2. Does the potential member fit what is being sought as far as skill sets/experience?
 3. Does the potential applicant have sufficient time to participate on the Board?
[committee meetings; Board meetings; annual retreat/strategic planning; advocacy, etc.]
 4. Term? Full, partial like filling the remainder of a vacancy?
 5. Any known conflicts of interest? [recommend an assessment every Board meeting]
 6. Are there any background check requirements?

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on Board recruiting.

- Recruiting for the Board of Directors?
- What is the screening process?:
 1. Who has the lead? Individual Board Member or Board Committee
 2. Application process? Resume and formal application letter of interest or form?
 3. Interview process? Attend committee meetings and a Board meeting?
 4. Confirm the potential applicant currently has sufficient time for committee & Board?
[committee meetings; Board meetings; annual retreat/strategic planning; advocacy, etc.]
 5. Term? Full, partial like filling the remainder of a vacancy?
 6. Any known conflicts of interest? [recommend an assessment every Board meeting]

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on Board recruiting.

- Selecting new Board members?
- What is the selection process?:
 1. Who has the lead? Individual Board Member or Board Committee – who makes the recommendation to the Board?
 2. Does the Board interview the candidate as well?
 3. Voting process? Simple majority or super majority?
 4. Term? Full, partial like filling the remainder of a vacancy?
 5. Committee/Project assignments normally by the Board President.

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with the roles and responsibilities of a Board of Directors? Let's focus on Board recruiting.

- What are the key areas to consider when on-boarding a new Board member?:
 1. Who has responsibility for orientation? Board President? CEO? Frequency of status checks during orientation?
 2. When does new BOD member get access to corporate documentation like audits, budgets, P&P not previously disclosed.
 3. New Board member sponsor/mentor?
 4. Internal orientation – overall company tour and introduction to leadership?
 5. External orientation – as appropriate and time permits - key stakeholders; trade association(s); advocacy groups; regulators
 6. Don't forget the communication plans!!! (Internal and External) – Acknowledge and Celebrate the volunteer Board!

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with succession planning?

- We recommend three considerations that are clearly described in P&P including communication plans, is published and acknowledged:
 1. Short Term – like while on vacation
 2. Intermediate – planned or emergency absences
 3. Long Term – e.g., replacing CEO
- Also, recommend for all positions.

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with succession planning?

- Three considerations recommended:
 1. Short Term – like while on vacation.

From: Jenkins, Jerry <JJenkins@acmhs.com>

Sent: Tuesday, July 1, 2014 3:05 PM

To: System Mgmt Team <SystemMgmtTeam@acmhs.com>

Cc: Rosay, Lisa L (HSS) (lisa.rosay@alaska.gov) <lisa.rosay@alaska.gov>; 'bspees@gci.com' (bspees@gci.com) <bspees@gci.com>; Sperbeck, John <JSperbeck@acmhs.com>

Subject: Absence

Ladies and Gentlemen, I will be out of the office until Wednesday, 16 July 2014.

Mr. Watkins is the authorized ACMHS/FCMHS signatory.

I should be reasonably accessible via cellphone if you need to contact me. I say reasonably due to being in the Eastern Time Zone during the absence and in the Appalachian mountains.

Regards,

j2

Jerry A. Jenkins, M.Ed., MAC
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Our Vision is "wellness for everyone."

Our Mission is to promote recovery and wellness by providing consumer-driven behavioral healthcare services.

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with succession planning?

- Three considerations recommended:
 1. Short Term – like while on vacation
 2. Intermediate – for planned or emergency absences (illness, injury, sabbatical, FMLA, etc.) with Board knowledge and approval –
 - a. Who is designated as the Acting CEO and assumes responsibilities for the organization?
 - b. Assuming it is an existing staff member, who takes over their duties and responsibilities or do they retain them?
 - c. Compensation considerations?
 - d. Employee appraisal considerations?
 - e. How does a CEO expose others to the role?

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with succession planning?

ACMHS Succession Planning Schema - Management/Leadership and Specialty Positions - 17-Jan-13								
Department	Position	Incumbent		1st	2d & 3d	Planned Vacancy		T-days
Executive	Executive Director	Jerry Jenkins		Michael Sobocinski, Ph.D.	Scott Terranella, M.D.	1/13/2018		1820
Executive	Executive Coordinator	Heather Ireland		Maria Orr	Darby Sullivan			
Executive	Coordinator, Emergency Preparedness	John Sperbeck	**	Ken Howell	Andrea Axelson			
Executive	Director, Program Development; Chief Compliance Officer	Shannon Wilks	**	Jennifer Smerud	Gracie Hodgkins			
	Director, Community Relations	Jennifer Smerud		Recruit/Contract				
	Internal Auditor	Gracie Hodgkins		Amy Morrow				
Operatons	Chief Operations Officer	Michael Sobocinski, Ph.D		Dee Foster	David Reeves			
Finance	Chief Financial Officer	Jon Watkins, CPA	**	Susan Shern-Holta				
Finance	Accounts Receivable Manager	Darcy Shaffer	**	Martha Xiong	Holley Stogsdill			

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with succession planning?

- Three considerations recommended:
 1. Short Term – like while on vacation
 2. Intermediate – planned or emergency absences
 3. Long Term – e.g., replacing CEO –
 - a. CEO in waiting as designated in the Succession Plan?
 - b. Or recruiting process as described previously?
- Also, recommend for all positions.

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you familiar with succession planning? Hope you are now! Questions?

- Three considerations recommended:
 1. Short Term – like while on vacation
 2. Intermediate – planned or emergency absences
 3. Long Term – e.g., replacing CEO
- Also, recommend for all positions.

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – What do you need to get ready and start??

Where to start:

- Update your Resume/Vita
- Sign up and read NAADAC Addiction and Trends and other list serves
- <https://www.naadac.org/career-classifieds>
- National Council on Mental Wellbeing - <https://www.thenationalcouncil.org/about-us/jobs-marketplace/>
- <https://www.mr-themeyersgroup.com/our-recruiters>
- Job Boards
- LinkedIn

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – What do you need to get ready and start??

Some recent references:

1. Mentoring future leaders: 5 August 2025 - <https://www.healthdatamanagement.com/articles/mentoring-for-the-future-a-call-to-action-for-healthcare-leaders>
2. If in doubt, get a mentor to help figure it out - 5 March 2026
https://www.beckershospitalreview.com/workforce/the-readiness-gap-facing-gen-z-hires/?origin=BHE&utm_source=BHE&utm_medium=email&utm_content=newsletter&oly_enc_id=5423F7679590C3Y
3. Case study in succession planning – 29 April 2026
https://www.beckershospitalreview.com/workforce/how-northwells-ceo-spots-a-future-leader/?origin=BHRE&utm_source=BHRE&utm_medium=email&utm_content=newsletter&oly_enc_id=5423F7679590C3Y
4. Lifelong learner who can speak up now – 9 June 2026
<https://www.beckershospitalreview.com/strategy/grace-and-space-what-new-physicians-and-healthcare-leaders-need-most-right-now/>
5. The title speaks for itself – 1 July 2026 - https://www.beckershospitalreview.com/strategy/the-nontraditional-pathways-to-ceo-gaining-prominence/?origin=BHRSUN&utm_source=BHRSUN&utm_medium=email&utm_content=newsletter&oly_enc_id=5423F7679590C3Y

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Are you ready now? Will you wade in or jump?

- **Objectives:**
 - Obj 1: Participants will be able to outline the preparatory steps prior to active recruiting.
 - Obj 2: Participants will be able to describe the screening and selection process for candidates.
 - Obj 3: Participants will be able to develop an onboarding strategy for a new Executive or Board member.

An Experiential Introduction to Behavioral Health Leadership –
Preparing to Take The Challenge –

**Thank You for
Participating!!
Q&A**

An Experiential Introduction to Behavioral Health Leadership – *Preparing to Take The Challenge* – Now is the time! – Comments and Recommendations

Jerry A. Jenkins, M.Ed., LADAC, MAC -

Past Treasurer, NAADAC – The Association for Addiction Professionals – led Executive Search – 2022-23

Past Chair, National Certification Commission for Addiction Professionals (NCC AP)

Past Secretary, Vice President/President Elect and President, TAADAC

CEO, Anchorage/Fairbanks Community Mental Health Services (2003-2018)

Past Vice President, Alaska International Education Foundation (2006-2015)

Alaska Behavioral Health Association – Board President (2014-2017)

healthconnect Alaska – Board President (2018-2021) – led Executive Search - 2017

Association of Addiction Professionals of Alaska Board of Directors (2014 – Present)

Consultant/Principal

Innovative Services of Alaska

POB 231129

Anchorage, AK 99523

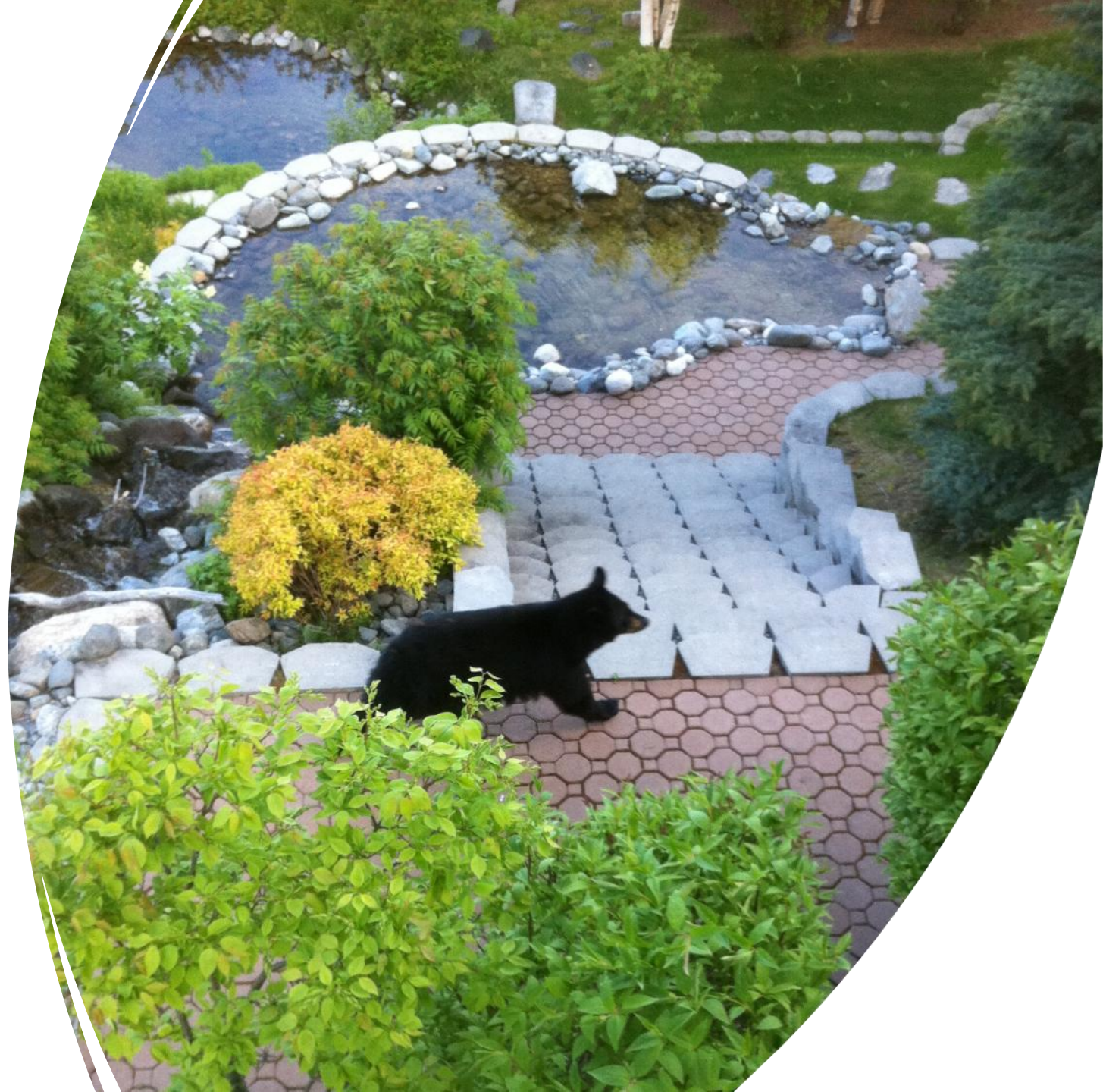
907-317-9655 - Cell

jerry-jenkins@prodigy.net

**An Experiential Introduction to
Behavioral Health Leadership –
Preparing to Take The Challenge –
Enjoy the Conference!**



**An Experiential Introduction to
Behavioral Health Leadership –
Preparing to Take The Challenge –
Be Careful Out There!**



**An Experiential Introduction to
Behavioral Health Leadership –
Preparing to Take The Challenge –
The End!**



An Experiential Introduction to Behavioral Health Leadership —
Preparing to Take The Challenge —Have a Good Day and Great Conference