



Team CA President & CEO – Supplemental Questions

1. **Expression of Interest:** What motivates you to apply for this position? (250 words or less)
2. **Strategic Leadership & Board Relations** Describe your experience leading or working with a membership-based, nonprofit, or mission-driven organization. How have you successfully partnered with a Board of Directors to set strategy, establish priorities, and drive measurable results? (400 words or less)
3. **Marketing, Branding & Business Attraction** Provide an example of a marketing, branding, or business attraction campaign you led that successfully positioned a region, state, or organization. What was your role, what strategies did you use, and what were the outcomes? (400 words or less)
4. **Membership Growth & Engagement** How have you grown and retained membership or built successful coalitions in a previous role? What strategies did you use to deliver tangible value to members and foster collaboration across diverse geographic and stakeholder groups? (350 words or less)
5. **Public Representation & Relationship Building** Describe your experience in public-facing roles, and your experience in building or leveraging relationships with elected officials, corporate executives, site selectors, and media. Share a specific example of how your efforts advanced organizational goals. (350 words or less)
6. **Organizational & Financial Management** Describe your experience managing operations, developing and managing budgets, and ensuring financial sustainability for an organization. How do you balance strategic vision with day-to-day execution and fiscal responsibility? (350 words or less)
7. **California: Your Perspective** Describe your view of California, both as a place to live and do business. What challenges and opportunities do you see on the horizon for businesses, as well as local and regional municipalities? (400 words or less)