

Longlist Executive Director/CEO Search Survey

Summary & Guardrails

For Regional Organization for Western Energy



Date: July 31, 2026

Lyceum Leadership Consulting administered this survey on behalf of the Formation Board to gather perspectives from the 26 Long List candidates being considered for ROWE's inaugural Board of Directors regarding whether preparatory work for an Executive Director/CEO search should begin before the inaugural Board is seated. The summary below presents the survey results with limited interpretation to support the Formation Board's independent decision-making with regard to the commencement of the Executive Director/CEO search.

Background. The brief survey asked the 26 respondents to answer three questions:

- Question 1 (Q1): *Should the Formation Board authorize a search firm to begin preparatory work on the Executive Director/CEO search before the inaugural Board is seated, recognizing that the inaugural Board would retain full authority to determine how to proceed once seated?*
- Question 2 (Q2): *If your response is "Yes" or "depends on the safeguards", how far should the Formation Board advance before the inaugural Board is seated?*
- Question 3 (Q3): *Share any additional reflections on the extent to which having an Executive Director/CEO search already underway would impact any concerns you may have about your commitment to the ROWE Board.*

Survey Results and Key Takeaways:

- All 26 candidates responded.
- In response to Question 1, 17 selected "Yes," 8 selected "Depends on process/safeguards," 1 did not select either response, and no respondent selected "No."
- Among the 21 respondents answering Question 2, 17 supported advancing preparatory work up through development of a search-firm-qualified long list, while 4 preferred limiting the work to development of a Role Specification and search strategy before candidate outreach.
- Nearly all respondents (25 of 26) expressed support for beginning preparatory work on the Executive Director/CEO search, either unconditionally or with appropriate process safeguards. No respondent opposed beginning preparatory work (only 1 did not respond directly to the stated questions).
- Across responses, respondents consistently emphasized that any preparatory work should preserve the inaugural Board's governance authority over the search, including meaningful opportunity to review, revise, and determine how the search proceeds after the Board is seated.
- Most respondents answering Question 2 supported advancing preparatory work through candidate outreach and development of an unranked, search-firm-qualified long list, provided the inaugural Board retains authority over subsequent decisions regarding changes to the Role Specification, search strategy, and candidate pool, and, of course, final selection.
- Reflections generally indicated that an Executive Director/CEO search already underway would not diminish willingness to serve and, for many respondents, would strengthen confidence in the Board's ability to meet ROWE's implementation timeline, provided governance safeguards are maintained.

Guardrails for Consideration. The following guardrails reflect recurring themes across survey responses:

- Preserve the inaugural Board's sole authority over selection of the Executive Director/CEO.
- Leverage similar polling mechanisms, where appropriate, to continue gathering Long List and/or Shortlisted Board candidate input on the Role Specification, search strategy, desired Executive Director/CEO attributes, and candidate recommendations.
- Ensure the inaugural Board has the opportunity to review, revise, and approve the Role Specification, search strategy, screening criteria, and assessment approach upon seating.
- Preserve the inaugural Board's ability to add candidates, reopen outreach, modify the search process, or restart the search, if desired.
- Provide the inaugural Board with an unranked long list supported by neutral assessments, rather than recommendations or candidate down-selection.
- Clearly communicate to prospective candidates that the inaugural Board retains sole appointing authority, that preliminary engagement confers no advantage or commitment, and that the Role Specification and search process may be modified following seating of the inaugural Board.
- Maintain transparency through a complete handoff of the Role Specification, search strategy, candidate outreach, assessments, and the broader candidate universe considered.
- Ensure compensation assumptions are appropriately supported by independent market benchmarks.
- Conduct the search process in a manner that supports efficiency while reinforcing confidence in the inaugural Board's independence, transparency, and credibility.

