

Executive Limitations Interpretation and Indicators

EL II E: Emergency Superintendent Succession

Interpretation and Indicators Board Approval Date:

Disposition of the Board:

Date: 08/26/24

☒ In Compliance
☐ Not in Compliance
☐ In Compliance with the following exceptions:
☐ Information presented is insufficient to decide, the board will
take the following action:

Summary Statement/Motion of the Board:

President:  267115461123426...

Superintendent:  CE174DB084F4448...

Presentation of Interpretation and Indicators for Approval August, 26, 2024

Certification of the Superintendent:

☒ In Compliance
☐ Not in Compliance
☐ Compliance with Noted Exceptions

I certify this report to be accurate.

First Read 7/29/24; Approved 8/26/2024

EL-II E: Emergency Superintendent Succession

In order to protect the Board from sudden loss of Superintendent services, the Superintendent will have administrators sufficiently familiar with Board and Superintendent issues and processes to take over with reasonable proficiency until an interim successor is appointed.



SUPERINTENDENT INTERPRETATION

- The Board understands and values the complexity of the role of the superintendent and also values a shared leadership model involving the administrative team. The Board realizes that the continuity of operations is critical to student wellbeing, success and continuous growth and is dependent upon the ability of the district’s leadership team to navigate should the acting superintendent not be able to lead the district for any reason. This plan for consistency can only be maintained through intentional, proactive actions by the superintendent and district.
- Therefore, the Board requires the superintendent develop and administer a plan for continuity of operations in the event of a loss of superintendent services.
- To maintain continuity, four elements must be in place as a part of the succession plan.
 1. The Superintendent will ensure sufficient expertise and knowledge within the administrative team to ensure effective leadership on an emergency basis.
 2. The Superintendent will ensure the Board Chair (as a representative of the entire board) is informed of any major challenges or issues facing the district.
 3. The Superintendent will build and maintain a positive relationship with area Superintendents and NCESD (North Central Educational Service District) leaders to provide assistance should there be a need for emergency support for the district.
 4. The Superintendent will maintain school policies, procedures, records and systems in an organized and accessible manner.
- Definitions:
 - Consistency: The quality of always behaving or performing in a similar way, or of always happening in a similar way.
 - Continuity: The fact that something continues to happen or exist, with no great changes or interruptions.
 - Interim: A temporary or provisional arrangement.
 - Succeed: To take over the office or position.
 - Succession: The coming of one person or thing after another in order, sequence, or in the course of events. OR The right, act, or process, by which one person succeeds to the office, rank, or title.

EL-II E: Emergency Superintendent Succession

EL II C: #1 The Superintendent will ensure sufficient expertise and knowledge within the administrative team to ensure effective leadership on an emergency basis.



SUPERINTENDENT INTERPRETATION

The Superintendent shall not operate without ensuring sufficient expertise and knowledge in the administrative leadership team and will ensure two or more staff members are familiar with Board and Superintendent processes and issues and are capable of assuming Superintendent responsibilities on an emergency basis.

I interpret this policy to mean that planned succession should be intentionally systematic and future oriented, focused on leadership continuity, ongoing improvement and sustainability of district mission, strategic plan, and vision. In the event that an emergency situation requires the Superintendent to leave their post immediately, a succession plan will be implemented to ensure that the most critical matters related to legal, fiscal, executive leadership and human resource functions are fulfilled per Executive Limitation and Ends Policies.

In additions, the district leadership team should be given opportunities to grow in their leadership at both the building and district levels, and provided professional development and support in expanding these capabilities.

Specifically, I interpret the “issues and processes” to be those tasks which are central to the management of the District through Board agendas and meetings, reporting to the OSPI (Office of the Superintendent of Public Instruction) and other state, local and federal authorities, and dealing with state or local government, personnel or contractual issues, legal requirements, District fiscal operations, safety requirements, program requirements, and day-to-day operations of the district. I further interpret the policy to expect a Succession Team be created to provide essential leadership for the effective and efficient operation of the district.



SUPERINTENDENT INDICATORS OF COMPLIANCE

We will know we are compliant when:

- A succession plan is completed, updated yearly, and accessible to the administrative team, district staff, and Board members.
- Regular meetings and ongoing communication occur and builds leadership capacity and knowledge of budget and fiscal resources, policy governance model, Ends/Results policies, systems, district priorities, personnel issues and work, and day to day operations of the district.
- Administrative staff are provided professional development and leadership development opportunities which align with administrator goals and district needs and priorities.

- The administrative assistant to the Superintendent is included in board communications and knowledgeable about district systems and operations to ensure support should a change in leadership occur.
- Weekly meetings are held with Business Manager and Administrative Assistant to the Superintendent.
- Bi Weekly meetings occur with administrative staff.
- Monthly meetings occur with district office staff.



SUPERINTENDENT EVIDENCE OF COMPLIANCE

EL-II E: Emergency Superintendent Succession

EL II E: #2 The Superintendent will ensure the Board Chair (as a representative of the entire board) is informed of any major challenges or issues facing the district.



SUPERINTENDENT INTERPRETATION

The Superintendent will ensure the Board Chair is aware of newly emergent challenges or issues and will timely inform the entire board of these challenges and issues. As a representative of the Board, a collaborative, trusting relationship between the Board Chair and Superintendent and the district office staff is critical to ensuring continuity should there be a change in leadership at the Superintendent level. The entire Board must be apprised of issues that allow Board members to support the needs of the District should there be a need for superintendent succession.



SUPERINTENDENT INDICATORS OF COMPLIANCE

We will know we are compliant when:

- Email updates are provided to Board members as needed to ensure the Board is aware of the work of the district and the Superintendent.
- The Superintendent will meet at least monthly with the Board Chair to discuss the Board Agenda, current challenges and successes, plan for the future work of the Board, and collaborate to ensure a strong partnership between the Superintendent and the Board.
- The Superintendent will communicate directly with the Board Chair when unexpected major challenges or issues occur as needed.
- The Superintendent will strive to plan for School Board meetings which address the Ends/Results outlined for the district.



SUPERINTENDENT EVIDENCE OF COMPLIANCE

EL-II E: Emergency Superintendent Succession

EL II E: #3 The Superintendent will build and maintain a positive relationship with area Superintendents and NCESD (North Central Educational Service District)

leaders to provide assistance should there be a need for emergency support for the district.



SUPERINTENDENT INTERPRETATION

The Board values partnership and collaboration with area school districts and agencies such as our local Educational Service District. The Superintendent further understands the need to build strong relationships with these partners to best serve our students and staff at all times. Should there be a need for Superintendent succession, these partners will be critical in continuing the smooth operations of the district.



SUPERINTENDENT INDICATORS OF COMPLIANCE

We will know we are compliant when:

- The Superintendent is an active member of the regional Superintendent Advisory Committee (SAC), attending meetings and learning with and from regional superintendents and NCESD staff.
- The Superintendent will facilitate strong partnerships between Manson personnel throughout the district and NCESD staff to ensure continuity of supports and strong relationships. Key areas of focus for training and partnerships will be student records, financial department, technology, and teaching and learning.
- The Superintendent will develop strong, healthy relationships with area superintendents through meetings, regular communications, and partnerships that will benefit Manson SD.
- The Superintendent will communicate formally at least once yearly with the NCESD Superintendent to ensure that NCESD is aware of current challenges, budgets, strategic plans, and projects and activities of focus within the district.



SUPERINTENDENT EVIDENCE OF COMPLIANCE

EL-II E: Emergency Superintendent Succession

EL II E: #4 The Superintendent will maintain school policies, procedures, records and systems in an organized and accessible manner



SUPERINTENDENT INTERPRETATION

The Superintendent is responsible for maintaining up to date school policies, procedures, and records in an organized and accessible manner. These documents outline the operating protocols, systems, and expectations within the district for the Superintendent and other district staff. The documents form the key system for governance for the district.



SUPERINTENDENT INDICATORS OF COMPLIANCE

We will know we are compliant when:

- Governance policies are in place and updated as needed to reflect the Board's expectations for the Superintendent and clearly delineate the roles of the Board and the Superintendent.
- Governance policies are posted to the district website.

- District operations policies and procedures are in place and comply with state law and community expectations.
- District operations policies and procedures are shared with staff and Board members and posted to the district website.
- Business records are maintained in accordance with state laws and OSPI guidance.
- District servers are used for document storage and retrieval.
- Auditing of business records occurs in accordance with State Auditor requirements and the district revises practices based on audit results and best practices.
- Consolidated program reviews, Civil Rights Data Collection, and required reporting is completed and conducted within OSPI and other agency established timelines.
- The Superintendent takes precautions to protect district documents and websites from Cybersecurity threats.



SUPERINTENDENT EVIDENCE OF COMPLIANCE

EL-II E: Non-Emergency Superintendent Succession

EL II E: The Superintendent will ensure the Board is provided with direction and support if the Superintendent leaves the district through retirement, employment elsewhere, or a board directed change in leadership.



SUPERINTENDENT INTERPRETATION

An additional circumstance which will require planning for a new Superintendent might be the departure of the superintendent through retirement or employment elsewhere. The Board will have several options to fill the role depending on the timeline of the change. Increasingly, Boards are struggling with an inability to secure a person with the right characteristics and skills within the timeframe needed to ensure a smooth transition to a permanent replacement. In such cases, depending on the duration of time that an alternate must be in place, the Board may want or need to consider alternatives to this plan, depending upon the staff already employed in the district who are serving as Emergency Succession Supports. It is increasingly common for boards to utilize a person within the district, or even an outside person, in the capacity of interim superintendent. There are of course advantages and disadvantages to internal versus external interim superintendents. In many instances the decision of whether to hire an interim has to do with the timing of the superintendent's departure and the relation of that timing to the normal "hiring season."



SUPERINTENDENT INDICATORS OF COMPLIANCE

We will know we are compliant when:

- The Superintendent completes and updates a yearly Non- Emergency Superintendent Succession planning document for Board reference.



SUPERINTENDENT EVIDENCE OF COMPLIANCE

