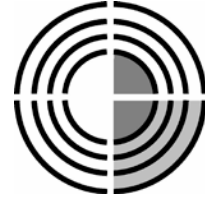




COLORADO SCHOOL DISTRICT 27J
GOVERNING POLICY OF
THE BOARD OF EDUCATION



Policy 3.H – EMERGENCY EXECUTIVE SUCCESSION
(Date Adopted/Last Revised July 29, 2009 – November 27, 2012)

Executive Limitation 3.H
Global Executive Constraint

To: Board of Education

From: Dr. Chris Fiedler, Superintendent of Schools

Re: Expectations of the Board Report – 3.H Emergency Executive Succession

I hereby present my Expectations of the Board Report on our policy 3.H Emergency Executive Succession in accordance with the Expectations of the Board Report schedule as set forth in Board policy. I certify the information in this report is true.

Signed: 

Date: November 19, 2013

Dr. Chris Fiedler

Superintendent, School District 27J



Policy III.H – EMERGENCY EXECUTIVE SUCCESSION

Date Adopted/Last Revised: January 27, 2009 – November 27, 2012 Management Limitations

In order to protect the Board from sudden loss of Superintendent services, the Superintendent will have no fewer than two other members of the management team sufficiently familiar with Board and Superintendent issues and processes to take over with reasonable proficiency as an interim successor.

I interpret “loss of its Superintendent” to mean: the contract between the Board of Education and the Superintendent is terminated under the prerequisite requirements of the current contract provisions 9 A-F and 10. This includes Mutual Agreement, Disability, Discharge for Cause, Unilateral Termination by the District, Death of the Superintendent, Unilateral Termination by Superintendent, and Suspension of the Superintendent.

I interpret “loss of its Superintendent” to mean: the Superintendent is out of the state or country (USA) for more than a four day period of time and cannot or may not be able to return to the district within a 24 hour period of time. Under these conditions the Superintendent identifies an interim Superintendent.

I interpret “management team” to mean: those members of the Executive Leadership Team who are direct reports to the Superintendent of Schools. Those direct reports are the Chief Academic Officer, Chief Finance Officer, Chief Human Resource Officer, Chief Information Officer, Chief Operations Officer, and General Counsel.

I interpret sufficiently familiar to mean: that at a minimum, two staff members of my designation are acutely and professionally aware of the current and forecasted organizational circumstances and enforcement of current superintendent policies so as to be able to serve in the role of superintendent as an interim successor and ensure the District’s continued progress towards meeting the Board’s Goals.

Data Reported:

This interpretation includes evidence of long-term planning, decision-making about the organizational structure, informal conventions and expectations of the Superintendent’s office currently in effect, and the Superintendent’s professional roles outside the District, including

Adams County Education Consortium, Denver Area School Superintendents Council (DASSC), Colorado Association of School Executives (CASE), and State of Colorado legislation.

The 27J succession plan encourages members of Executive Leadership to gain exposure to outside board service, to the media and to the global educational community.

On January 27, 2009, the Board of Education of School District 27J took official action to adopt the Policy Governance® model and approve the Executive Limitations.

On February 4, 2009 the appointment of the initial executive succession team was shared with the District Leadership Team which consists of Principals, Association Officers, and Support Leadership. The original members of the executive succession team appointed by then Superintendent of Schools, Dr. Rod Blunck, were Mr. Terry Lucero, Chief Operations Officer, Ms. Isobel Stevenson, Chief Academic Officer, and me.

Upon becoming Superintendent of Schools on July 2, 2012, I publicly announced Mr. Terry Lucero, Chief Operations Officer, Mr. Kelly Corbett, Chief Academic Officer, and Ms. Ruth DeCrescentis, Chief Human Resource Officer, as members of the executive succession team at the District Leadership Retreat in July, 2012 as required by this executive limitation. Membership of the executive succession team has remained unchanged for the past sixteen months.

These three executive administrators have been designated as, and hold the title of, “interim successor to the Superintendent.” Each designee is a member of the Superintendent’s senior staff and has knowledge of the past and current Global Goal statements, Executive Limitations, fiscal strategies (all three serve on my budget committee), personnel, future strategic partnerships, parental engagement, teacher quality and compensation, diversity/equity in education and learning/curriculum issues.

Mr. Lucero, Mr. Corbett, and Ms. DeCrescentis are involved in the process to interpret Board Policy as well as collecting and analyzing data related to the monitoring of Board Policy. Mr. Lucero, Mr. Corbett, and Ms. DeCrescentis are aware and understand their responsibility to step in as interim successor to the Superintendent. They are aware that reporting to the Board and being accountable to the Board requires them to fulfill the Superintendent role in the Policy Governance model and that adherence to the Expectations of the Board Report Schedule is an essential action of reporting to the Board. They also understand, as I do, that to fulfill the Superintendent role, they must rely upon the expertise of the entire Executive Leadership Team. Rapid organizational and environmental changes such as those prevalent in 27J demand a flexible succession plan which is linked to strategic organizational outcomes and are designed to respond to changing organizational goals such as is the Board’s prerogative to purposely focus its Global Goal Statement.

Mr. Lucero, Mr. Corbett, and Ms. DeCrescentis receive no stipend or any other remuneration for agreeing to serve in this executive leadership capacity.

Since becoming Superintendent of Schools on July 2, 2012, I have hosted weekly meetings with the members of the executive succession team. This 30 to 60 minute meeting historically occurred on Monday mornings prior to me moving the meetings to Tuesday mornings in October of 2012. In August of 2013, I moved the meetings back to Monday mornings and added a second 60 minute meeting on Wednesdays. This institutional exposure provides the members of the 27J executive succession team the opportunity to observe the discrete operations of the larger 27J organization.

In these meetings there is active involvement by all members. Agenda topics have included but are not limited to:

- Senate Bill 10 - 191
- Senate Bill 09 - 163
- Senate Bill 13 - 213
- Unified School Improvement plans
- Access to in-house legal counsel regarding institutional legal and ethical matters
- Governance - agenda planning for the School District 27J Board of Education
- Certified and Classified negotiations
- Institutional debriefing of Board meetings
- Organizational Strategy
 - Student growth predictions and institutional impacts
 - Capital facility needs
 - Pending future ballot opportunities
 - Professional knowledge of the interdependent roles and responsibilities of executive officers, principals, human resource personnel, instruction/curriculum personnel, and professional development specialists in the Board Global Goal statement
 - Amendment 66
 - Engage 27J
 - Quality Schools Initiative
- The formation of expanded school choice within 27J
 - BOLT
- Knowledge of legislation
- Knowledge of Charter School Partnerships and Contracts
- The continued implementation of a culture of competitiveness
- The formation of executive committees or operating committees to facilitate the development of several executives who are aware of the challenges, business plans, and strategies across the entire organization
- Knowledge of our internal and external community
- Human resources: staff compensation and benefits policies and processes
- Staff annual performance planning and evaluation
- Communications planning
- Regular support to the Board of Directors, including the preparation of materials for Board meetings

- Monitoring of Board Goals and Executive Limitations and related requirements of Policy Governance
- Engagement of over-all management of Cabinet-level goals, work flow, communications, problem-solving, evaluation procedures; and inter-relatedness of Cabinet, sub-Cabinet and Leadership Team meetings and activities
- Key executive and volunteer management activities
- The current system's philosophy of leadership and leadership development
- Institutional impacts of potentially five Board seats changing
- Institutional impacts of Board Leadership changing
- Input into the annual and long range budget decisions and planning
- Knowledge of any ongoing investigations or litigation

The rationale behind this list of topics is to document various “direct” and indirect roles, responsibilities, annual compliance schedule(s) and leadership priorities specifically to ensure the technical/professional competence of the succession team.

There may have been occasions when not all three members of the executive succession team were in attendance, but on these rare instances, the group member was charged with the responsibility to seek out the pertinent information from the colleagues who were in attendance.

In addition, Mr. Lucero, Mr. Corbett, and Ms. DeCrescentis have access to the Superintendent policies, procedures, legal services and other human resources of the district necessary for:

- Conducting formal complaints, appeals, and grievance hearings
- Making decisions associated with litigation matters and responsibilities
- Responding to compliance requirements
- Managing the budget process and audit requirements
- Managing Board meetings in accordance with the Open Public Meetings Act of the State of Colorado
- Supervising the day-to-day operations of the district

I certify that since the last iteration of this report on November 27, 2012 I have left the state three times for four or more consecutive days thus invoking the succession process. These occurred April 7-10, 2013, June 14-19, 2013, and August 8-11, 2013. On each occasion, this was reported to the Board of Education in the Sunday Update to the Board of Education the Sunday prior to my departure. Acting Superintendent Duties were assigned to Mr. Lucero, Mr. Corbett, and Ms. DeCrescentis during the dates of April 7-10, 2013 and August 8-11, 2013. Acting Superintendent Duties were assigned to Mr. Lucero and Ms. DeCrescentis only during the dates of June 14-19, 2013 as Mr. Corbett as traveling out of the country during that time.

I understand that it is the Board of Education's intent that the Superintendent of Schools may delegate authority, but does not delegate accountability.

By demonstration of the evidence presented in this report I affirm that Mr. Terry Lucero, Mr. Kelly Corbett, Ms. Ruth DeCrescentis are sufficiently familiar with Board and Superintendent

issues and processes and could assume the chief executive officer position with reasonable proficiency on an interim basis with the support of the entire Executive Leadership Team.

Conclusion: I report compliance.