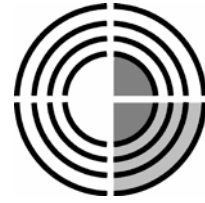




COLORADO SCHOOL DISTRICT 27J
GOVERNING POLICY OF
THE BOARD OF EDUCATION



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 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 10, 2015

Dr. Chris Fiedler

Superintendent, School District 27J



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

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 for either 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 three day period of time and cannot or may not be able to return to the district within a 12 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, the Brighton Economic Development Corporation (BEDC), Denver Area School Superintendents Council (DASSC), Colorado Association of School Executives (CASE), and Colorado Association of School Boards (CASB).

This report recognizes that succession planning requirements will not be the same across all organizations, and organizational characteristics, such as structure, size, wealth, growth rate, maturity, and management values are all factors that must be taken into account when designing a succession team. The overlap between education, operations, and legal has been intentional in the selection and execution of this 27J executive succession strategic planning process.

Succession plans vary across organizations and are tailored to an organization's unique needs. The information covered in this report contains effective succession planning systems that are necessary to implement best practices in planning for succession within School District 27J. The programmatic attributes of the 27J succession plan encourages exposure to board service, to the media, and to the entire 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, Ms. Isobel Stevenson, and me.

Upon my beginning as 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.

These three executive administrators have/had been designated as and hold/held the title of "interim successor to the Superintendent." Each designee is/was a member of the Superintendent's senior staff and has/had knowledge of the past and current Global Goal statements, Executive Limitations, fiscal strategies, 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/were 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/were aware and understand their responsibility to step in as interim successor to the Superintendent. They are/were 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. 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.

On May 14, 2015, Ms. Ruth DeCrescentis resigned from District 27J leaving Mr. Terry Lucero and Kelly Corbett as the two members of executive succession since that date.

During this reporting period, I have held weekly meetings with the entire executive leadership team, of which, members of executive succession are members. These meetings generally last less than 2 hours. These meetings provide the members of the 27J executive succession team, and the entire executive leadership team, the opportunity to be aware of issues and operations throughout the entire district.

In these meetings there is active involvement by all members. Topics of discussion have included but are not limited to:

- Certified and classified evaluation processes
- Accountability requirements
- District and school unified improvement plans
- Access to general counsel regarding institutional legal and ethical matters
- Governance - agenda planning for the School District 27J Board of Education
- Certified and classified negotiations
- Debriefing of Board meetings
- Organizational Strategy
 - Student growth predictions and institutional impacts
 - Capital facility needs
 - Superintendent's Growth Advisory Task Force updates
 - Space contingency planning and implementation updates
 - Bond election preparation prior to the question being referred
 - 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
- Budget planning
- Legislative updates
- Financial updates
- Technology updates
- Communication updates
- Student achievement updates
- Charter school partnerships and contracts updates
- Pending or active litigation updates
- 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
- Communications planning and strategy
- Regular support to the Board of Education, including the preparation of materials for Board meetings and weekly updates

- Monitoring of Board Goals and Executive Limitations and related requirements of Policy Governance
- Key executive and volunteer management activities
- The current system’s philosophy of leadership and leadership development

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.

Mr. Lucero and Mr. Corbett 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.

In the February 10, 2014 Board Update-Work Product, I notified the Board of my intention to rotate interim superintendent duties on those occasions that I left the state. Ms. Janet Wyatt served in the role of acting superintendent in the last reporting period from July 8-13, 2014 in an effort to give her that experience and opportunity. You will note below that she served in that role again this reporting period on two occasions in June.

Due to Ms. Ruth DeCrescentis leaving the district in May and my desire to have three executives specifically named to the succession team, I am adding Ms. Janet Wyatt to the executive succession team and will make that announcement to the entire District Leadership team on December 2, 2015. The executive succession team will consist of Mr. Terry Lucero, Chief Operations Officer, Mr. Kelly Corbett, Chief Academic Officer, and Ms. Janet Wyatt, General Counsel.

I certify that since I last reported to the Board on 3.H Emergency Executive Succession on November 11, 2014 I have left the state six times for more than three days, invoked the succession process, and named an interim superintendent. The dates are listed below along with who was named interim superintendent in my absence:

November 21-23, 2014	Nashville	Mr. Terry Lucero
March 21-25, 2015	Las Vegas	Mr. Terry Lucero
June 12-14, 2015	Custer, SD	Ms. Janet Wyatt
June 25-29, 2015	Billings, MT	Ms. Janet Wyatt
July 6-13, 2015	London	Mr. Terry Lucero
July 31 – August 3, 2015	Sturgis, SD	Mr. Terry Lucero

On each occasion, the trip and delegation of superintendent duties were reported to the Board of Education in the Board Update prior to my departure.

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 the monitoring report I affirm that Mr. Terry Lucero, Mr. Kelly Corbett, Ms. Janet Wyatt 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.