

Internal Monitoring Report  
August 13, 2019

Policy Title: Emergency Superintendent and Executive Succession  
Policy Type: Executive Limitation  
Policy No.: EL 2.5  
Period Monitored: August 2018 – July 2019

This report monitors the Board of Education's Executive Limitations Policy.

*The Superintendent shall not fail to protect the District from loss of its Superintendent or other key staff.*

*Among other things, the Superintendent shall not:*

- 1. Have fewer than two other administrators who are sufficiently familiar with Board and Superintendent issues and processes, including all Board policies, to enable any one of them to take over with reasonable proficiency as interim superintendent.*
- 2. For each key executive, fail to have others familiar with the issues and processes of that executive.*

This report is presented in accordance with the Board's monitoring schedule. I certify that the information is true and complete.

Sandra Smyser, Ph.D.  
Superintendent of Schools

August 13, 2019

## **Executive Summary**

This report monitors Executive Limitation 2.5, Emergency Superintendent and Executive Succession policy language as it deals with how district policies prevent organizational circumstances or actions that are considered unsafe, untimely, undignified or unnecessarily intrusive/restrictive.

The evidence included in this monitoring report indicates that:

- The assistant superintendents are prepared to appropriately succeed the superintendent in case of the superintendent's incapacity to lead the district.
- The assistant superintendents and other key staff have one or more of their staff members prepared to succeed them if necessary.

**Policy Wording:**

*The superintendent shall not fail to protect the district from loss of its superintendent or other key staff.*

**Interpretation:**

The district interprets *loss of its superintendent* to mean circumstances that would incapacitate the superintendent either permanently or for a period greater than 15 days.

The district interprets *other key staff* to mean members of the superintendent's cabinet.

**Policy Wording:**

*Among other things, the Superintendent shall not:*

1. *Have fewer than two other administrators who are sufficiently familiar with Board and Superintendent issues and processes, including all Board policies, to enable any one of them to take over with reasonable proficiency as interim superintendent.*

**Interpretation:**

The district interprets *sufficiently familiar* to mean to have a level of understanding that enables that person to have enough background knowledge concerning the issues and processes so that transactions and decisions can continue to be made in the superintendent's absence.

The district interprets *reasonable proficiency* to mean that the successor can fulfill the roles and responsibilities of the superintendent with an acceptable level of competence so that affairs can continue to be resolved and leadership continued.

The district interprets *interim superintendent* to mean the person who, through Board appointment, temporarily assumes the roles and responsibilities of the superintendent's office for a period of time not to exceed one year.

**Evidence:**

Due to their backgrounds and experience as school and central office leaders the superintendent continues to support the assistant superintendents to serve in a role as an emergency superintendent. The Board of Education could select one of these assistant superintendents to serve as interim superintendent should an emergency

succession occur.

In addition to attendance at all Board meetings, including executive sessions when appropriate, the assistant superintendents engage in teamwork, professional development and discussion of issues that impact Board work. The superintendent conducts regular meetings with each assistant superintendent so they are acquainted with district issues and concerns.

Based on this evidence the district has met the expectation to ensure appropriate emergency succession for the superintendent.

**Policy Wording:**

*Among other things, the Superintendent shall not:*

- 2. For each key executive, fail to have others familiar with the issues and processes of that executive.*

**Interpretation:**

The district interprets this limitation to mean that each key executive, which includes direct reports of the superintendent, will ensure that members of their respective departments have a working knowledge of the key roles and responsibilities of that direct report.

**Evidence:**

Each key executive has determined one to two staff members that possess the experience and expertise necessary to replace these staff members on a temporary basis. Each direct report is responsible for ongoing communication about important issues pertaining to the effective functioning of his/her division through periodic communication with these staff members. This communication occurs in a variety of ways including regular staff meetings as well as ad hoc meetings for the purpose of updating the staff members on important issues.

Based on this evidence the district meets the expectations described in executive limitation 2.5 (2).