

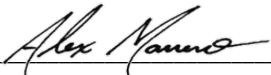


Denver Public Schools EL-2 Emergency Superintendent Succession Monitoring Report

August 2023

Board policy is indicated in **bold** typeface throughout.

I hereby present my monitoring report on your Executive Limitations policy EL-2, "Emergency Superintendent Succession" according to the schedule set out. I certify that the information contained in this report is true, and represents compliance with all aspects of the policy unless specifically stated otherwise.

Signed , Superintendent

Date 8/31/2023

Policy Statement:

In order to protect the Board in the event of a sudden loss of Superintendent services, the Superintendent will assure that no fewer than one other executive staff member is familiar with Board and Superintendent issues and processes and is capable and prepared to assume Superintendent responsibilities on an interim basis, should the unexpected need arise.

Adopted: 11/18/21

LEGAL REFS: C.R.S. [22-32-109](#) (1)(b) (Board duty to adopt policies necessary and proper for the efficient administration of the district)

Monitoring Method: *Internal Report*

Monitoring Data:

Monitoring Frequency: *Annually in February*

Definitions:

- **Sudden Loss**- when the superintendent is unable to perform their duties as a result of an unanticipated occurrence.

EL.2 Reasonable Interpretation

As the leader of Denver Public Schools, it is vitally important that there is continuity in leadership. Achieving the goals and objectives tied to the Ends policies requires the engagement of a number of teams across Denver Public Schools. Should there be an unexpected void in leadership, I should identify a member of the District Cabinet to assume my role and responsibilities in the interim as the board begins the process to identify a plan for succession.

- An executive staff member shall mean a member of the District's Executive Cabinet.
- The term "emergency basis" means a period of time when the Superintendent is not available by any means and a decision that normally falls under the Superintendent's purview must be made to ensure the safety and welfare of students and District personnel, or should such a decision not be made during this period; the District's interests will be substantially damaged. The emergency would end upon the reestablishment

of communication with the Superintendent, or, if the Superintendent is deemed by the School Board as incapable of resuming responsibilities, until the School Board appoints an interim Superintendent.

The Board has an expectation that the district will continue to operate in a safe, ethical, responsible manner in the event that illness, injury, or long-term absence cause the superintendent to be unable to manage the day-to-day operation of the school district. The Board's expectation is that at least one person in the organization has the ability and has been supported to exercise the capacity to step in under such circumstances. The Board expects as well that beyond emergency situations, the Board should have a succession plan on file that outlines steps and parameters for securing a new superintendent in the event that the superintendent is incapacitated, dies, is suspended, or terminated for cause. Such a succession plan should provide enough guidance that the Board can move forward with the succession plan and the process for securing new leadership.

Superintendent Indicators of Compliance:

- **Indicator 1:** The current superintendent will have a written emergency succession plan for situations in which he/she is unable to manage the day-to-day operation of the school district.

- **Indicator 2:** The current superintendent will have a written succession plan in the event of the superintendent vacating the position.

We will know we are compliant when:

The Superintendent, with input from Executive members and the School Board, creates a succession list with at least one name(s) (in order of succession) that will fill in for the Superintendent on an emergency basis. This list will be readily available to Board members, Executive members, and building principals. All selected individuals must have a superintendent certification. As Deputy Superintendents, they work directly with the Superintendent and are familiar with the work of the various departments and all of the major initiatives in the District. The Deputy Superintendents have been involved with Policy Governance processes and will be able to work with the School Board until the Superintendent is able to resume her/his responsibilities, or until the School Board appoints an interim Superintendent.

Standard - RI Must-haves

- The standard of measurement for one or more parts of the policy
- The level of achievement on the standard for one or more parts of the policy
- The rationale for the standard of measurement for one or more parts of the policy
- The rationale for the level of achievement on the standard for one or more parts of the policy

Outcome

As a result of this executive limitation, I will clearly identify no fewer than one cabinet member to assume my role and responsibilities as the board creates a plan for succession.

Compliance with this Executive Limitation will be achieved for 22-23 when:

1. At least one successor is named in case of unforeseen circumstances. This will be documented in a memo to the Board of Education.
2. A succession plan is in place with the identified successor(s) that would make them familiar with the current issues and processes of the Office of Superintendent.

Measure	Family of Schools/District Run Schools	Report Timing	Justification
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Named Successor Communicated in Writing by Memo to Board of Education	Family of Schools (all schools)	August	Demonstration of compliance with Executive Limitation
Succession plan in place in case of emergency documented within Office of General Counsel's records	Family of Schools (all schools)	August	Demonstration of compliance with Executive Limitation

Aggregation Methodology

I will be successful if I meet 100% of the weighted targets above.

Evidence of Outcomes Achieved

Goal: Demonstrate Compliance with this Executive Limitation

August Measures

Measure	Family of Schools/District Run Schools	Complaint? YES/NO
Named Successor Communicated in Writing by Memo to Board of Education	Family of Schools (all schools)	YES
Succession plan in place in case of emergency documented within Office of General Counsel's records	Family of Schools (all schools)	YES

Summary

The **Superintendent Succession Plan is documented in the Office of the General Counsel** and is publicly available on BoardDocs in the reasonable interpretation for [Emergency Supt Succession](#). **A successor, Dr. Anthony Smith, has been communicated** to be Board in writing as a part of the reasonable interpretation.

Additional Resources

Superintendent Succession Plan

Emergency Superintendent Succession requires that the superintendent provide a succession plan. EL2 states, **“In order to protect the Board in the event of a sudden loss of Superintendent services, the Superintendent will assure that no fewer than one other executive staff member is familiar with Board and Superintendent issues and processes and is capable and prepared to assume Superintendent responsibilities on an interim basis, should the unexpected need arise.”**

The Superintendent Succession Planning

The plan involves:

Emergency succession plan and transferring leadership

Emergency succession plans and transferring leadership is addressed for the superintendent as noted above. The executive team functions collaboratively to make many decisions that fall to the superintendent. With a team approach, the role is more accurately termed “the superintendency.” All core team administrators are familiar with, and have participated in training in the Board’s policy governance model. All members of the Executive Leadership team are kept “up to speed” regarding district operations and one another’s areas of responsibility through weekly meetings of the team. Nevertheless, ultimate authority does reside in one person in the event that the team cannot agree, or in decisions in which there is not time to engage in a team process. Following is the succession/chain of leadership by position for the Emergency succession plans and transferring leadership is addressed for the superintendent level. The Executive team functions collaboratively to make many decisions that fall to the superintendent. With a team approach, the role is more accurately termed “the superintendency.” All core team administrators are familiar with, and have participated in training in the Board’s governance model.

Following is the succession/chain of leadership by position for the school year, provided position incumbents remain the same. Persons who are included in the succession sequence are/must be licensed district administrators: **Deputy Superintendent – Dr. Anthony Smith**

The plan envisions cases in which the superintendent is incapacitated, unavailable through illness, or is called away for an extended period for family emergencies.

Non-emergency succession

An additional circumstance might also be the departure of the superintendent through retirement or employment elsewhere, and the Board’s inability to secure a person with the right characteristics and skills in a timely manner. 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 persons in the positions named above. It is increasingly common for boards to utilize a person in the chain above, or even an outside person, in the capacity of interim superintendent. In the event of a non-emergent loss of the superintendent, the Board will follow a hiring process that they identify based on consensus.

Explanatory notes for preparing a monitoring report

Non-compliance:

N/A