

# **CHIEF EDUCATION OFFICER GRADUAL SUCCESSION PLAN 2020**

## **Renaissance Academy Charter School of the Arts (RA)**

Approved by the Board October 21, 2020

Attachment #1

### **OVERVIEW OF PROCESS**

In order to be prepared for the eventual departure of the Chief Educational Officer and/or a period during which the CEO must take temporary leave, the Board of Trustees of the Renaissance Academy Charter School of the Arts established an Ad Hoc Succession Management Committee in January, 2020. The purpose of the committee was to create both an Emergency and a Gradual Succession Management Plan. After researching and reviewing information from a variety of charter school succession plans, the committee drafted the steps necessary to create both plans. In the future, RA will engage in succession planning regularly throughout every CEO's tenure so that plans always reflect the organization's current conditions and pipeline of leaders.

The Gradual Succession Plan is implemented when a CEO knows they will be leaving RA within one to two years. The Emergency Succession Plan is implemented when and if a CEO departs in less than a year and/or is unable to perform his/her duties.

### **MISSION/VISION OF RA**

The mission of the Renaissance Academy Charter School of the Arts is to provide children an enriched and rigorous education through the humanities and arts integration leading to success in college, careers, and life.

### **STRENGTHS/CHALLENGES**

#### **Strengths**

- Dedicated staff, Board, Children, Parents/Families
- Environment/ school culture: positive, respectful, supportive
- Family involvement
- Satisfaction with academic achievement/ integration with the arts • Building improvements
- Students and staff feel listened to
- Extensive wait list
- Community support of the school

#### **Challenges**

- Raising New York State test scores
- Maintaining a stable high quality team
- Increasing Fundraising
- Providing students with clear educational pathways post RA
- Providing a high quality program with the limited funding charter schools create

## **RECALIBRATED ROLES AND RESPONSIBILITIES OF SENIOR LEADERSHIP**

The roles and responsibilities of the CEO, COO, and Principal, and Assistant Principal have been reviewed and updated and the new job descriptions.

### **CEO KEY COMPETENCIES**

According to research, successful charter school CEO's execute five key categories of competencies with consistency and fidelity: 1) set the direction; 2) maximize talent; 3) manage the organization; and, 4) engage stakeholders. The execution of these competencies is driven by six fundamental mindsets: 1) organization ownership; 2) reflectiveness; 3) diversity, equity, & inclusion lens; 4) learner; 5) reliability and follow-through; and, 6) commitment to success.

Additionally, the CEO job description lists the following competencies (based on the CEO evaluation process aligned with the organization's strategic priorities and staff and other key stakeholder feedback):

- Innovative, Decisive, Problem-solver/problem-identifier
- Student centric; Ensures all students are connected to adults; Focused on student achievement; Data savvy, using data to serve students well
- Expertise in instruction, pedagogy, curriculum, assessment and standards; Broad technical competence in the business of education, including the legal, logistical and administrative aspects of running a school
- Effective communicator and negotiator; Skilled listener; Creates synergy across the organization and a culture of collaboration in pursuit of common goals; Constantly build capacity and skills in others; Successfully engages stakeholders; Appreciates diversity
- Creates and sells a vision; Inspires confidence and hope; Builds a culture of high expectations

## **RECRUITMENT, SELECTION & TRANSITION PROCESS**

### **Recruitment**

The Succession Management Committee will draft a Request for Proposal (RFP) to secure bids from at least three educational leadership search firms. (In future years, internal successors will be identified and cultivated by the CEO and provided professional growth opportunities). The search firms will be asked to provide a search strategy, timeframe, diverse candidates, etc.

### **Selection**

**Internal:** The Board will ensure that the CEO will actively develop the leadership team focusing on creating an internal bench of potential future CEO candidates. The CEO will identify potential future leaders within the school and they will be provided with professional growth opportunities such as coaching, or mentoring programs, cross-training initiatives that provide leaders with exposure to projects outside their domain, as well as external professional development. The

CEO will share regular updates with the Board about current and future leaders within the organization.

**External:** The Succession Management Committee may engage the services of a third party to facilitate a formal search for a new CEO. The third party will facilitate and project manage the associated communications and operations. A Request for Proposal will be created and publicly disseminated. The board is solely accountable for identifying a replacement and executing the transition process. The CEO will be available to support the board through the search for their replacement as needed, and provide feedback and advice as requested. The board will ensure that key stakeholders are actively involved in the search process so that their voice is incorporated into the decision making process.

### **Transition**

The Board and CEO will establish the departing CEO's responsibilities after a new CEO is selected. The outgoing CEO will commit to be available and have regular communication to both the new CEO and the board to support the successful candidate's onboarding.

### **ANNOUNCEMENT**

The outgoing CEO will personally announce his/her departure to the staff and send a written communication to parents/families. The outgoing CEO will also inform community stakeholders of his/her departure. The board will craft a formal communication for all stakeholders after board approval of the Succession Plans.

**Resources:** 1) "CEO Succession Planning Guide--New Schools for New Orleans"; 2) "Prepare for a Gradual CEO Succession & CEO Succession Planning Workbook"-- New Schools for New Orleans; 3) "You're Leaving? Succession and Sustainability in Charter Schools"-- National Charter School Research Project; 4) "Charter School Executives: Toward a New Generation of Leadership,"-- National Alliance for Public Charter Schools; 5) "Succession Planning in Charter School Management Organizations"; 6) "Succession Planning: The Elephant in the Room"--Help 4 NonProfits, Community Driven Institute.