



Responsible Office: Office of Human Resources

BOARD POLICY 9082

CONTINUITY OF DISTRICT DAILY OPERATIONS AND SUCCESSION PLANNING FOR THE SUPERINTENDENT

PURPOSE

The Board of Trustees ("Board") understands the importance of succession planning whereby Washoe County School District ("District") Leadership will be in place to provide for effective day-to-day operations should the superintendent be absent through an emergency, short-term, or permanent leave. Such forward thinking planning supports organizational stability and sustainability by ensuring there is an established process to meet replace the superintendent, either permanently or temporarily. Recognizing that changes in staffing are inevitable, the Board has established this superintendent succession planning process to provide continuity in staffing and avoid extended and costly vacancies in the position.

POLICY

1. Governing Principles

- a. Succession planning for the superintendent is an organized, proactive process of preparing for the loss of this critical position in order to sustain, protect, and promote the culture and goals of the District into the future. This increases the availability of experienced and capable employees to be prepared to assume critical roles when necessary.
- b. The District seeks to identify and develop employees who possess the potential to fill key leadership positions, to include administrative roles in schools.
- c. The Board is committed to a District-wide program for developing leaders who are dedicated, prepared, and equipped to increase achievement for all students and continue with initiatives in place without disruption to the system. This comprehensive approach to growing, cultivating and nurturing the talents within the District is a positive step toward ensuring students' academic success and the evolution of a more equitable educational environment.
- d. Succession planning addressed in this policy includes:

- i. Travel arrangements for the Superintendent, Deputy Superintendent, and Chief of Staff;
- ii. Emergency or short term change of the Superintendent; and,
- iii. Permanent change of the Superintendent.

2. Governing Practices

- a. As a public agency and in order to provide for consistent operational management of the District in the event of an emergency situation, the Superintendent, Deputy Superintendent, and Chief of Staff shall not book travel/transportation for all three persons together at any one time (e.g. air transportation placing all three on the same plane).
- b. The Board directs the Superintendent, in cooperation with the District's Leadership Team, to develop a succession plan to simultaneously build a list of qualified leadership candidates while anticipating future District needs.
- c. The Superintendent shall ensure the Deputy Superintendent, Chief of Staff, and other appropriate staff become familiar with Board and Superintendent issues and processes. Such knowledge, to include Board policies, legal, personnel, and financial issues, shall enable the designee to assume the role of Acting or Interim Superintendent with reasonable proficiency and be fully accountable to the Board for all Superintendent authority.
- d. Emergency or Short Term Change in Superintendent
 - i. In order to protect the Board and District and to maintain consistent day-to-day operations of the District, upon the sudden loss of the Superintendent, the Deputy Superintendent shall serve as Acting Superintendent, pending formal action by the Board of Trustees to select an Interim Superintendent.
 1. In the event the Deputy Superintendent is not able to assume the role of Acting Superintendent, the Chief of Staff shall become Acting Superintendent, pending formal action by the Board of Trustees to select an Interim Superintendent.
 2. In the event the Acting or Interim Superintendent, as applicable, is not a licensed administrator, the Chief Academic Officer shall be designated to supervise the

academic programs of the District, in accordance with state law.

- ii. The absence status of the Superintendent shall be communicated to staff and community stakeholders.
- iii. The Acting Superintendent shall consult with the Superintendent, if available, on major decisions and continue to implement the annual goals of the Superintendent and District Strategic Plan; and
- iv. If the short-term absence is determined to be long-term or permanent, the Board will take action to:
 - 1. Formally name an Interim Superintendent; and
 - 2. Determine the process for hiring a new Superintendent.
- v. As compensation during the temporary duties:
 - 1. The Acting Superintendent shall receive, in addition to his/her standard salary, up to an additional 10% of the daily rate of pay.
 - 2. The Interim Superintendent shall receive compensation as determined by the Board as part of formal action of the Board of Trustees. The Office of Human Resources shall provide to the Board information related to potential salary as part of the action to name the Interim Superintendent.
- e. Permanent Leadership Change – New Superintendent
 - i. Upon announcement of the resignation or vacancy of the Superintendent, the Board will begin the recruitment and hiring process.
 - ii. Under the direction of Board, the Chief of Staff and Chief Human Resources Officer shall make recommendations to the Board regarding procedures to be followed and the process for filling the vacancy.
- f. The Superintendent and Leadership Team shall have strategies and processes in place to ensure that transitions occur smoothly, with little disruption to the operations of the District or individual schools.

DEFINITIONS

- 1. For the purposes of this policy,

- a. The term “acting” refers to a person assigned to fill a position on a temporary basis to replace a regular employee on an emergency or short-term basis. Generally, the expectation is that the regular employee will be returning to his/her regular position in the future.
- b. The term “interim” refers to a person designated to fill a position on a temporary basis while a search is being conducted to permanently fill the position.
- c. The term “succession planning” refers to the development of existing staff to fill key business leadership positions in the District.

DESIRED OUTCOMES

1. Through this policy, the Board seeks to ensure:
 - a. Replacements are identified and developed for key positions in the District, to include the Superintendent; and
 - b. Proper oversight and continuity of the day-to-day operations of the District is in place at all times.

IMPLEMENTATION GUIDELINES & ASSOCIATED DOCUMENTS

1. This policy reflects the goals of the District’s Strategic Plan and aligns/complies with the governing document of the District, to include:
 - a. Board Policy 9080, Hiring and Monitoring Superintendent Performance
2. This policy complies with Nevada Revised Statutes (NRS) and Nevada Administrative Code (NAC), to include:
 - a. Chapter 391, Personnel
3. This policy complies with applicable federal laws and regulations.

REVIEW AND REPORTING

1. This document shall be reviewed as part of the bi-annual review and reporting process, following each regular session of the Nevada Legislature. The Board of Trustees shall receive notification of any required changes to the policy as well as an audit of the accompanying governing documents.
2. Administrative regulations, and/or other associated documents, will be developed as necessary to implement this policy.

REVISION HISTORY

Date	Revision	Modification
8/28/2018	1.0	Adopted