

Succession Planning for Smooth Transitions



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In pairs or groups of three, think about a difficult transition that your board has experienced, either at the board or school leader level.

Discuss the core issue, with the transition, and how it was addressed.

What are you hoping to get out of today's session?



Objectives for Today's Session:

Understand the connection between board composition and effective practice

To understand organizational succession planning

To obtain tools to plan for succession



A common definition.....
Succession Planning

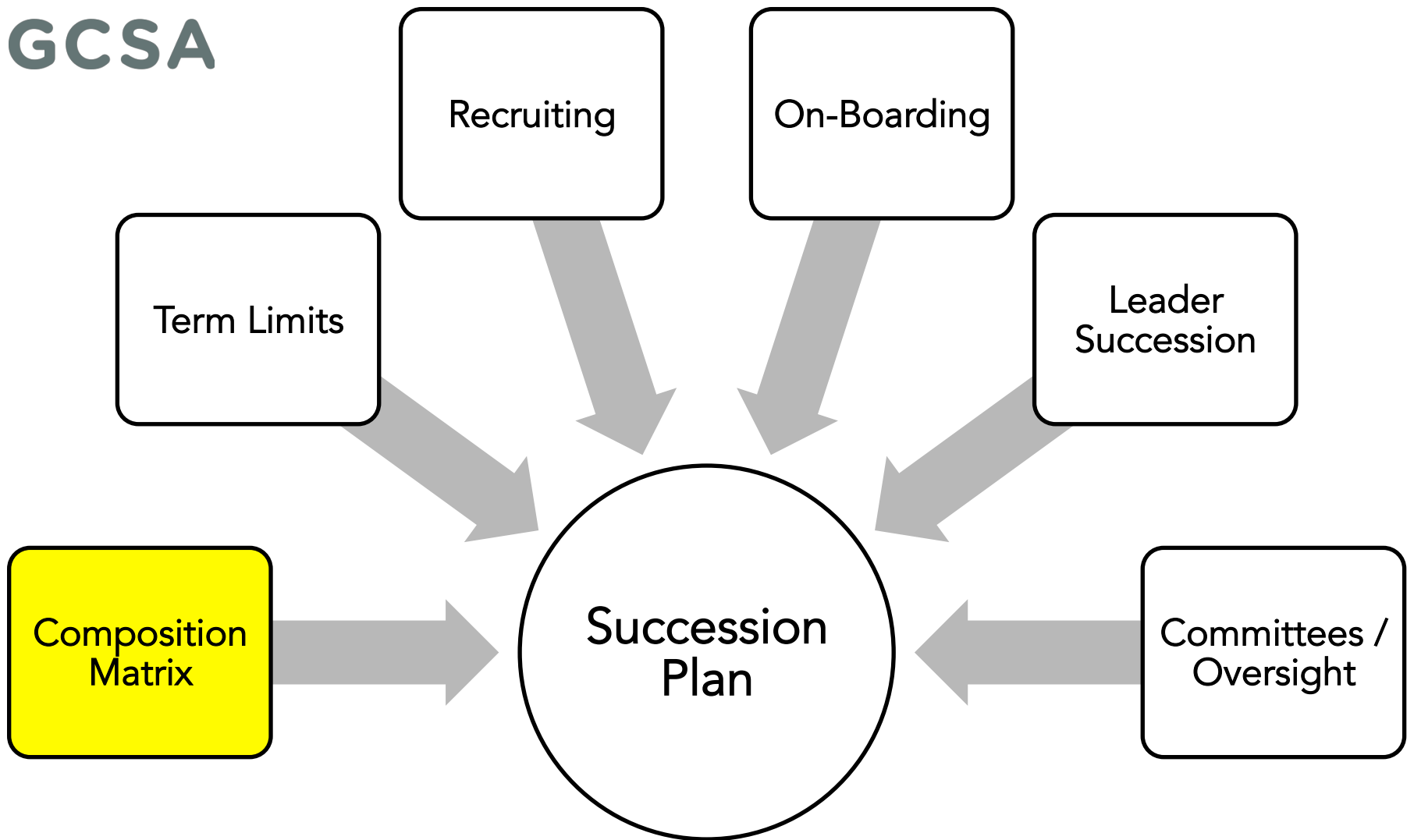
Reflecting on Your Current Practice

1. Does your school currently have a succession plan in place? If so, how was it developed? How is it monitored?
2. Aside from time, what are some barriers to developing a succession plan?
3. Who is responsible for developing a succession plan?



Building a Board Composition Matrix

Name	Professional Expertise	Term Beginning / End	What Else?





Term Limits: *Best Practice*

Documenting your practice-

1. What is the purpose of term limits?
2. According to your bylaws, what are your board's term limits?
3. How often are officers elected?
4. How are vacancies filled? Is there a time limit?
5. What is the maximum amount of time a board member can serve on your board?
6. How often are your bylaws reviewed and revised?



Recruiting: *Casting a wide net...*





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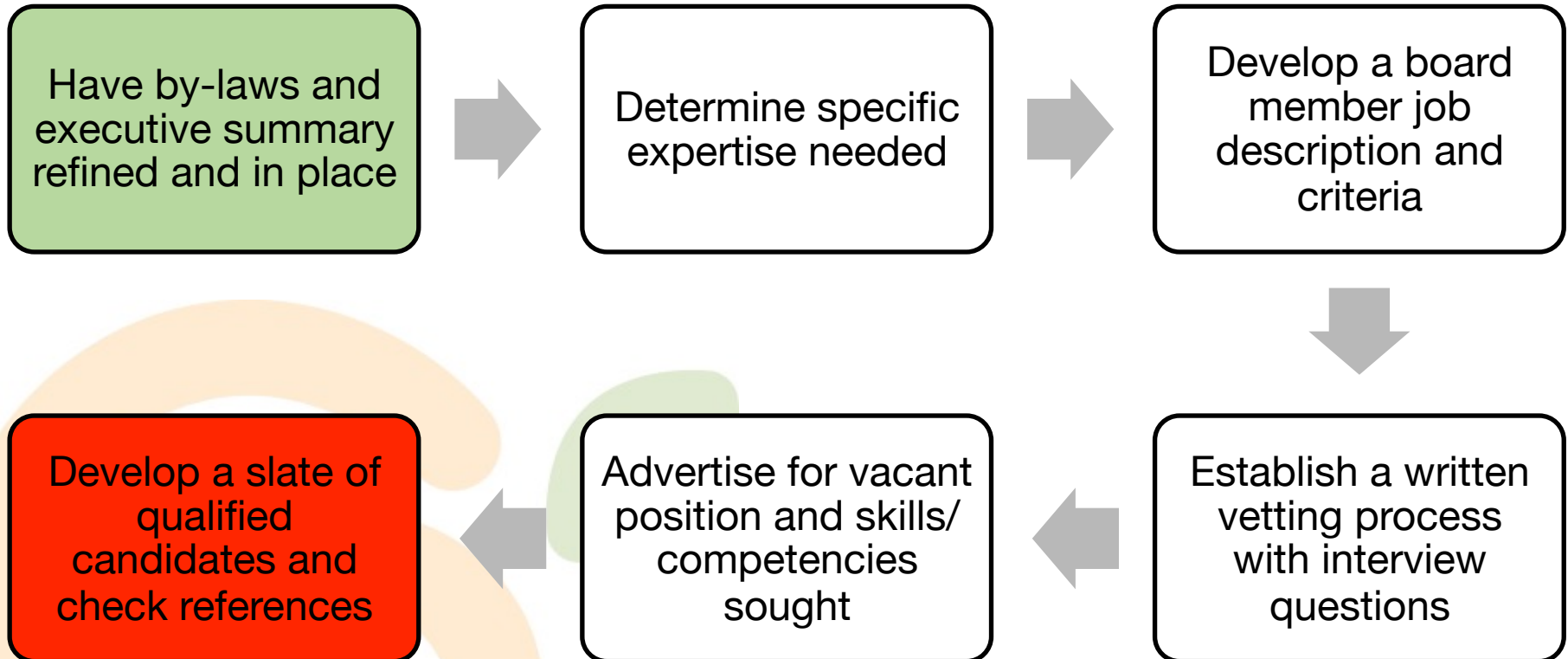
Documenting your practice-

1. What are your current board recruitment practices?

Have you used the following methods?:

- Join your local Chamber of Commerce
- Higher education
- Accounting Firms
- Law Firms
- Civic/Community Organizations
- Educator Networks and Professional Organizations
- Insurance Companies
- Rotary Club
- GCSA Board Bank

Recruiting: *Process Map*





On-Boarding: Best Practice

Pre-Election

- ✓ Review & sign board member job description / commitment letter
- ✓ Review Mission, Vision
- ✓ Campus Tour & Meeting with School Leader
- ✓ Attend at least 1 board / committee meeting
- ✓ Sign Conflict of Interest Form, Disclosure Statement, Code of Ethics Policy



On-Boarding: Best Practice

Post-Election (Orientation)

- ✓ Review charter
- ✓ Review bylaws
- ✓ Review school statistics
- ✓ Review board policies
- ✓ Review roles & responsibilities
- ✓ Review committee work
- ✓ Assign mentor



Charter School Leadership

How is leading a charter school different than leading other types of schools?



Leader Succession

Challenges:

- High turnover¹, out of 400 leaders surveyed, 71% reported that they planned to leave their school within five years
- Limited talent pool
- Non traditional paths to leadership
- Emergency (unplanned) transitions
- Blurred line between governance / mgmt.

Leader Succession

Considerations:

Leader Criteria -

- Skill set
- Experience
- Disposition
- Grit

Hiring / Onboarding
Process

Evaluation

Support & Capacity
Building

Board's
understanding of
actual organizational
performance



Committee Work, Oversight,
Compliance & *Board Transition*

How do you avoid uneven accountability through board transitions?

How do you ensure that compliance structures / systems remain in place when members roll off the board?



Thank You