

**Hutchinson Public Schools  
Operational Expectations Monitoring Report  
OE-2 Superintendent Succession  
September 26, 2016**

**SUPERINTENDENT CERTIFICATION:**

With respect to OE-2 Superintendent Succession, the Superintendent certifies that proceeding information is accurate and complete, and that the District is:

**In Compliance**

**In Compliance, with noted exception(s):**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Not in Compliance**

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent of Schools

**BOARD ACTION**

With respect to OE-2 Superintendent Succession, the Board finds that the District and the Superintendent:

**Are fully compliant**

**Are compliant with noted exception(s)**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Are non-compliant**

Comments and findings:

Date for re-monitoring: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President

Hutchinson Public Schools  
Board Monitoring Report  
September 26, 2015

Re: Monitoring Report on OE-2: Superintendent Succession

From: Dr. Shelly Kiblinger, Superintendent

Board Focus: Action Required

Monitoring of operational expectations policies is part of the ongoing process of superintendent evaluation. This operational expectation policy addresses several aspects of the superintendent’s responsibility district assets.

OE-2: Superintendent Succession	Superintendent		Board		
<p>The Superintendent shall designate at least one other executive staff member who is familiar with the Board’s governance process and issues of current concern and is capable of assuming Superintendent responsibilities on an emergency basis. The superintendent will maintain a succession plan to assist the board in the initial steps of transition to new leadership when such a transition is necessary under either emergency or non-emergency circumstances.</p>	Compliant	Not Compliant	Compliant	Not Compliant	Compliant with Exceptions
	X		X		

**Superintendent Interpretation:** The board has an expectation the district will continue to operate in a safe, ethical, responsible manner in the event illness, injury or long-term absence cause the superintendent to be unable to manage the day-to-day operation of the school district. A succession plan exists which outlines steps and parameters for securing a new superintendent in the event that the superintendent is incapacitated, dies, is suspended or terminated for cause, or voluntarily leaves the employment of the district. Such a succession plan will provide guidance so the board can move forward with the succession plan and the process for securing new leadership. The superintendent will develop leadership capacity in those persons listed on the succession plan so that they are as fully prepared as possible to assume leadership should the need arise.

**Indicators of Compliance:**

The superintendent will have a succession plan in the event he/she is not able to fulfill this leadership position for an extended period of time or to direct decision making if the superintendent is out of the district.

**Evidence of Compliance:**

A written Succession Plan annually approved by the board which includes capacity building for other district administrators.

# Hutchinson USD 308 Public Schools

## Superintendent Succession Plan

Board policy requires the superintendent provide a succession plan. It states, *“The Superintendent shall designate at least one other executive staff member who is familiar with the Board’s governance process and issues of current concern and is capable of assuming Superintendent responsibilities on an emergency basis.”*

### **Framework for Superintendent Succession Planning**

For key leadership positions the plan involves: 1) Emergency succession plan, and transferring leadership; 2) Non-emergency succession.

#### **1) Emergency succession plan and transferring leadership**

The administrative cabinet functions collaboratively to make many decisions that fall to the superintendent. With a team approach the role is more accurately termed “the superintendency.” All district level administrators are familiar with and/or have participated in training in the Coherent Governance process. The administrative cabinet is kept up to speed regarding district operations and one another’s areas of responsibility through weekly meetings of the team. Ultimate authority does reside with the superintendent in the event the team cannot agree or in decisions in which there is not time to engage a team process. Following is the succession/chain of leadership by position for the 2016-17 school year. Persons who are included in the succession sequence are/must be licensed district administrators:

- a. Superintendent—Dr. Shelly Kiblinger
- b. Assistant Superintendent—Rick Kraus
- c. Director of Student Learning – Cindy Coopridner
- d. Executive Director of Operations – Randy Norwood

The plan must envision cases in which the superintendent might be called away for an extended period, become incapacitated or die.

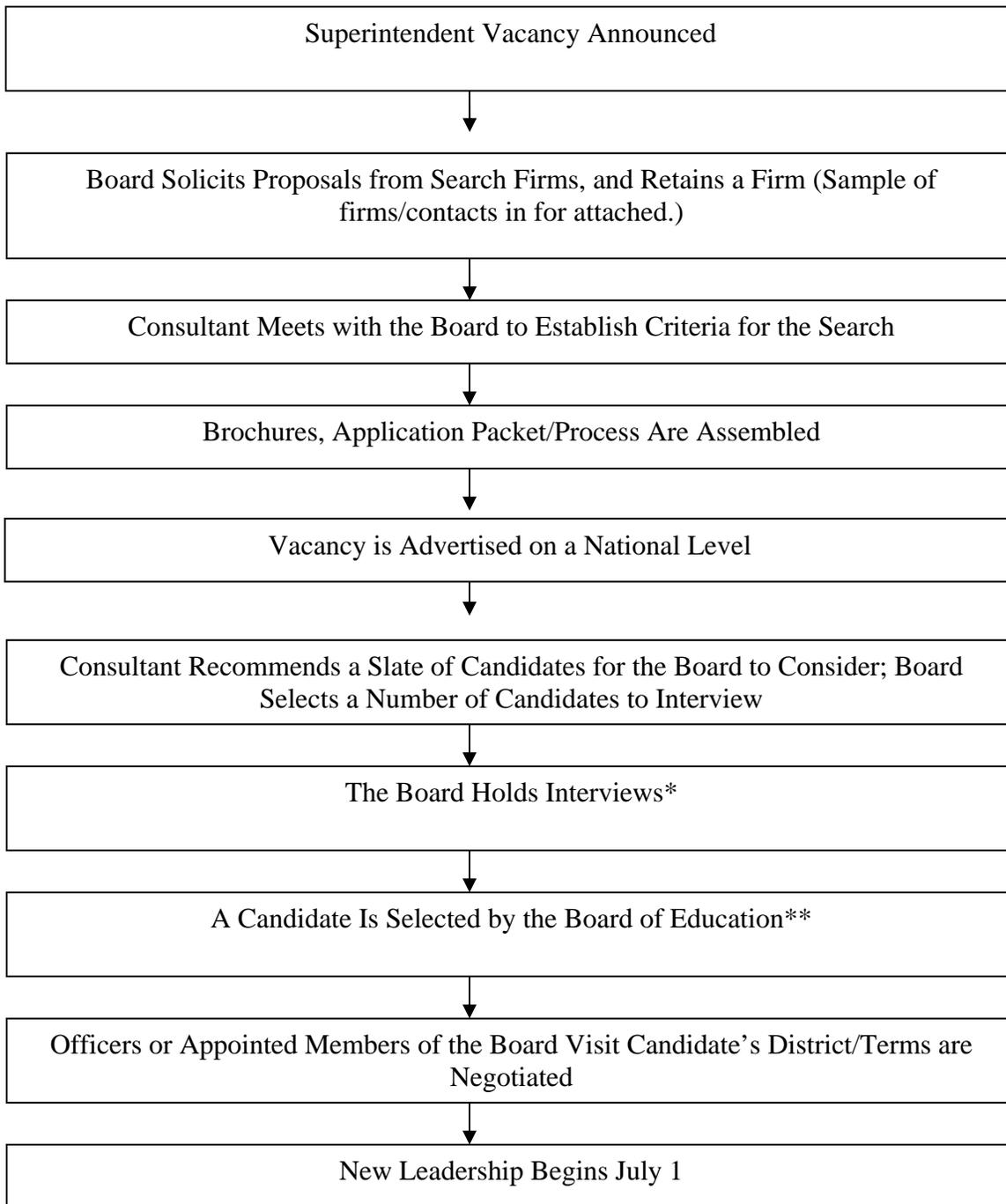
#### **2) Non-emergency succession**

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 alternative 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. There are advantages and disadvantages to internal versus external interim superintendents as outlined in the following chart. In many instances the decision of whether to hire an interim has to do with the timing of the superintendent’s departure and the relation of that timing to the normal “hiring season.”

	<b>Advantages</b>	<b>Disadvantages</b>
Internal Interim	<ul style="list-style-type: none"> <li>-Knows the system;</li> <li>-Can continue the current direction with less disruption, if that direction remains desirable or acceptable to the board;</li> <li>-If the internal interim has applied or wants to apply for the position, the interim time gives him/her a chance to “try it on for size” and for the board to evaluate his/her performance;</li> <li>-Would likely not cost as much as the new person, or the additional cost of an outside person.</li> </ul>	<ul style="list-style-type: none"> <li>-Depending on the position held by the interim, may be somewhat disruptive (may have to hire or promote behind the interim to accomplish their prior responsibility or portions thereof);</li> <li>-If the internal interim wants the job, but then is not given it at the end of the interim period, there might be an awkwardness among the board, the staff he/she has supervised and the interim, should he/she remain in the district;</li> <li>-It would be customary to provide additional compensation and/or benefits for the interim period; both board and the interim would need to be prepared for this to be adjusted at the end of the interim period;</li> <li>-May be more difficult for an internal interim to make major changes in direction during the interim year, if that is what the board desires.</li> </ul>
External Interim	<ul style="list-style-type: none"> <li>-Competent people are available to do interim jobs, particularly if the goal is to “keep the lid on” and maintain the status quo;</li> <li>-If one or two major, controversial changes are desired by the board, sometimes an external person can be tasked to accomplish such changes without the long-term fallout that would accrue to a new superintendent given such expectations.</li> <li>-Does not require major adjustments in existing executive level staff—they continue to do their jobs and support the interim</li> <li>-Usually would not cost as much as the new person</li> </ul>	<ul style="list-style-type: none"> <li>-Would take time to learn the system and get up to speed;</li> <li>-Would likely not be able, nor would it be wise to expect, to lead or facilitate any new strategic direction or initiative—usually these are left to the new superintendent/board team.</li> </ul>

Transfer of leadership to new leadership at the superintendent level can occur under a variety of scenarios. In most instances the superintendent will announce his/her retirement; that he/she has taken another position; or the board will ask the superintendent to leave/not renew the contract. All of these scenarios will create the possibility either of filling the position on a short term using an interim (see above) or in a normal search process. For a district of Hutchinson’s size, it will likely be required or advisable to conduct a regional or national search. The following graphic outlines the general steps in the superintendent search process.

## General Steps in a Superintendent Search Process



\*It is advisable to engage ad hoc advisory committees of staff and community in addition to the board.

\*\*In the event the board does not find a candidate who matches criteria and expectations, then conducting this process again, or appointing an interim, may be appropriate.

Possible Search Firms

Search Firm	Address/Contact	Web Site
<b>Kansas Association of School Boards</b>	<b>KASB 1420 SW Arrowhead Rd Topeka, KS 66604 Ph: 800-432-2471</b>	<b><a href="http://www.kasb.org/">http://www.kasb.org/</a></b>
<b>Ray and Associates</b>	<b>Ray and Associates, Inc. 4403 1<sup>st</sup> Ave. SE, Suite 407 Cedar Rapids, Iowa 52402-3221 Ph: 319-393-3115</b>	<b><a href="http://rayassoc.com/">http://rayassoc.com/</a></b>
<b>Hazard, Young and Attea</b>	<b>Hazard, Young and Attea 1151 Waukegan Road, Suite 200 Glenview, Illinois 60025 847.724.8465</b>	<b><a href="http://www.hyasupersearches.com/">http://www.hyasupersearches.com/</a></b>
<b>McPherson and Jacobson, L.L.C.</b>	<b>McPherson &amp; Jacobson 7905 L Street, Suite 310 Omaha, NE 68127 888.375.4814</b>	<b><a href="http://www.macnjake.com/">http://www.macnjake.com/</a></b>

# Capacity Building Plan for OE-2

## **To develop leadership in the Administrative Cabinet:**

- The Administrative Cabinet shall all participate weekly in the development of the board agenda.
- In the event the superintendent is out of the district, administrative cabinet shall be informed and be notified who is in charge. If the next person in line in the succession plan is also out of the district, command shall be delegated to the following person.
- The Administrative Cabinet shall be mindful of items of interest to the board and submit them to the superintendent for inclusion in the weekly board update.
- The Administrative Cabinet shall be familiar with the Board Policies and the administrative Operational Plan.
- A collaborative approach to leadership during Administrative Cabinet and ALT is intended to provide on-going leadership development to all members of the leadership team.

## **To develop leadership capacity in the top two persons on the succession plan:**

- The Superintendent, Assistant Superintendent and the Director of Student Learning shall regularly collaborate and especially when issues require immediate attention.
- When opportunities arise, the superintendent shall make the assistant superintendent and/or his/her designee responsible for the following activities:
  - Communication with the board through emergency updates. The superintendent shall share such communication with these two individuals whenever an emergency update is necessary to allow these leaders to have a feel for the appropriateness of such communication.
  - Communication with the board through the weekly update. When the superintendent is out of the district for the majority of the week for professional development or vacation, the duty of the weekly update shall be delegated to one of the top two leaders on the succession plan.
  - Setting of the board agenda with the board president. Should the superintendent be unavailable to meet with the board president, this duty shall be delegated to one or both of the top two leaders.
  - Advisement during board meetings. Should the superintendent be absent from a board meeting, the assistant superintendent shall sit at the board table and advise the board as needed and prepare and present the Superintendent's Report.
  - Making presentations to the board of education. The superintendent shall delegate presentation of monitoring reports and portions of the superintendent's report when appropriate.