

MONITORING REPORT

POLICY 2.5: EMERGENCY SUPERINTENDENT SUCCESSION

This is my report on your Executive Limitations Policy 2.5: Emergency Superintendent Succession presented in accordance with your monitoring schedule. I certify that the information contained in this report is true.



Superintendent

9/9/2021
Date

To protect the board from sudden loss of Superintendent services, the Superintendent shall not permit the Leadership team to be unprepared to take over with reasonable proficiency until a successor is found.

Interpretation:

I interpret this policy to mean that should I become incapacitated or suddenly unable to fulfill the duties of Superintendent of the Winooski School District (WSD) that, collectively, seven members of the Leadership team: Elementary Principal, Middle/High Co-Principals, Director of Student Support Services, Director of Curriculum & Learning, Director of Multilingual Learning, Finance Manager; and the Executive Assistant to the Superintendent, will be prepared and ready to assume and carry out the duties and responsibilities of the Superintendent. In addition, I interpret this policy to require that measures shall be enacted to ensure that, at a minimum, the legal, fiscal, executive branch (Leadership team), and human resource functions of the superintendent's office are maintained. All other services within the Superintendent's Office will be given less priority until a successor is found. In addition, due to the ongoing and significant Capital Project scheduled to be completed in September of 2022 I will include coverage of these duties in this report.

The legal, fiscal, executive branch (District Leadership team), and human resource functions of the WSD are most essential to protecting the overall integrity of the school system. Specifically, legal issues, if not managed properly, will quickly jeopardize the fiscal integrity of the organization, its public image, and consume inordinate amounts of other resources such as personnel. The fiscal operations of the school system are equally important. It is paramount that the school system be able to continue its fiscal operations as efficiently and effectively as possible. At the most basic level, preventing deficit spending is essential in maintaining public trust in our schools. However, maintaining our fiscal operation also ensures school board Ends will continue to be pursued.

There are two primary leadership bodies in the WSD: the school board and the District Leadership team. Provisions must be in place to ensure the District Leadership team continues to function at a high level with the advent of an unexpected loss of the superintendent. By doing so, the general operations of the school system will continue as outlined in the WSD Organizational Chart.

Finally, maintaining an effective human resource function is critical in order to keep the school district focused on its Ends and desired outcomes. A depletion of services in this area will lead to inconsistencies in the treatment of staff, increased tension between the Winooski Education Association (WEA), District Leadership team, and/or school board; the loss of valued employees, and a decline in the quality of new hires.

Evidence:

1. The District Leadership team is fully apprised of all activities in the Office of the Superintendent. A WSD Organizational Chart is established and renewed as necessary. Yearly Leadership team goals have been

established and reviewed on a quarterly basis. The District Leadership team meets weekly to ensure all members are knowledgeable of WSD activities including the implementation of the annual Continuous Improvement Plan (CIP). Additionally, the Leadership team will hold an annual retreat in June, July or August, where a year-end progress review and new year planning review are completed.

2. The Superintendent's Office is organized in such a manner that any member of the District Leadership team or the Executive Assistant can effectively and efficiently access and garner the necessary information on all WSD activities. For example, binders and/or electronic folders have been created for our school board work, monitoring reports, and all committees/working groups such as the WSD Capital Project Executive Committee and Antiracism Steering Committee, District Leadership team, the VT Superintendents Association (VSA), Champlain Valley Superintendents Association (CVSA), Public Safety Committee and Supervision/Evaluation etc.

The greatest challenge resides in legal issues: they are highly confidential and only the Superintendent is typically aware of the details of all cases. A file on each case is maintained and accessible to the Executive Assistant to the Superintendent and/or the Human Resources Manager. These files, in conjunction with WSD lawyers, will enable the appropriate person to effectively manage the legal cases of the system. In addition, a "Diary" comprising of confidential correspondence is maintained. As cases arise, the Superintendent reviews the details of all legal cases with a District Leadership team representative and the Human Resources Manager when appropriate. Finally, at regularly scheduled District Leadership team meetings, the Superintendent debriefs legal cases and their outcomes.

3. District Leadership team members have been selected by the Superintendent to, either lead or help coordinate key Winooski School District initiatives (e.g. Learning Recovery/Redesign, Literacy, Anti Racism, Restorative Justice, Capital Project, Proficiency-Based Learning). By doing so, the leadership capacity of the WSD has been significantly enhanced.
4. All files and documents have been established, maintained, and backed-up on the WSD server and are readily accessible through the Superintendent's computer. The Executive Assistant to the Superintendent has been fully apprised on how to access the computer and files.
5. Immediate Steps for Emergency Succession:
 - Krista Parisi- Executive Assistant to the Superintendent notifies the Chair of the School Board, and the VT Secretary of Education.
 - Krista Parisi- Executive Assistant to the Superintendent and Sara Raabe- Elementary Principal, in consultation with the Chair of the Board, sets a time and date for a special board meeting.
 - Krista Parisi- Executive Assistant to the Superintendent warns a special board meeting that will require special notice to the media (Radio, TV, Press, and Web) to meet open meeting law requirements.
 - The District Leadership team will coordinate a plan to notify all WSD staff and families of succession plans
 - The District Leadership team will review the succession plan with the School Board at the special meeting.
 - Responsibilities will be reviewed and adjusted as described in #6.
 - With the support of the Vermont Superintendents Association (VSA), an experienced Vermont Superintendent could be contracted to offer technical support to the District Leadership team during this period of time.
6. The following District Leadership team members have been assigned duties in the event this policy needs to be acted upon:
 - Sara Raabe- Elementary Principal (Executive Branch and Capital Project)
 - Kirsten Kollgaard - Director of Multilingual Learning, Kate Grodin- Middle/High Co-Principal and Krista Parisi- Executive Assistant to the Superintendent (Files, Contacts, Superintendent's Computer).

- Michael Eppolito-Director of Curriculum & Learning (District Leadership team)
- Nicole Mace- Finance Manager and Katherine Blair-Director of Support Services and Early Learning (Legal, Fiscal and Human Resources),
- Jean Berthiaume- Middle/High Co-Principal (School Safety and Emergency Procedures)

The following Leadership team members will monitor the following policies during the Superintendent's absence:

- Sara Raabe- Elementary Principal
 - 1.0: Ends Policy
 - 2.1 Treatment of Students and Parents/Guardians
 - 2.2 Treatment of Staff

- Nicole Mace-Finance Manager:
 - 2.3 Financial Condition and Activities
 - 2.4 Financial Planning and Budgeting
 - 2.6 Asset Protection
 - 2.7 Compensation and Benefits

- Kirsten Kollgaard - Director of Multilingual Learning and Kate Grodin- Middle/High Co-Principal:
 - 2.5 Emergency Superintendent Succession
 - 2.8 Communication and Support to the Board

Sara Raabe- Elementary Principal and the school board will review and adjust or reaffirm the annual school board agenda plan and calendar. The District Leadership team will assist the Board in the process of employing an interim or permanent Superintendent as needed. The District Leadership team will assist and work with the Interim Superintendent to ensure a smooth transition.

Compliance: I report compliance.